

EIGHTEENTH ANNUAL REPORT

1971-72

*Presented to the Annual Meeting of the
General Body on the 28th October, 1972*



THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-1

CONTENTS

	PAGE
I. ORGANISATIONAL MATTERS ..	1
II. ACTIVITIES ..	8
1. Research ..	8
2. Executive Development Programme (Training)	14
3. Conferences and Seminars ..	30
4. Lectures and Visits ..	35
5. Publications ..	36
6. Library and Reference Services ..	38
7. Other Activities ..	39
8. Personnel Matters ..	42
III. REGIONAL AND LOCAL BRANCHES ..	44
IV. FINANCES AND ACCOUNTS ..	54
V. CONCLUSION ..	58

APPENDICES

I. EXECUTIVE COUNCIL AND ITS COMMITTEES ..	61
II. TRAINING AND RESEARCH COMMITTEE ..	68
III. COMMITTEE ON CASE STUDIES ..	69
IV. CONSULTANCY SUB-COMMITTEE ..	71
V. EDITORIAL BOARD OF IJPA ..	72
VI. ACADEMIC AND SENIOR ADMINISTRATIVE STAFF MEMBERS ..	73

VII. ACADEMIC CONTRIBUTION MADE BY THE FACULTY AND THE OTHER RESEARCHERS OF THE INSTITUTE	..	77
VIII. OFFICE BEARERS OF THE REGIONAL AND LOCAL BRANCHES	..	90
IX. (a) AUDITED STATEMENT OF RECEIPT AND PAYMENT ACCOUNTS (1971-72)	..	102
(b) AUDITED STATEMENT OF RECEIPT AND PAYMENT (1971-72) SHOWING ACCOUNTS UTILISATION OF THE GRANT FROM THE GOVERNMENT OF INDIA	..	104
X. AUDITED BALANCE SHEET (1971-72) WITH SCHEDULES	..	116
XI. AUDITED STATEMENT OF INCOME AND EXPENDITURE ACCOUNTS (1971-72)	..	128
XII. REVISED ESTIMATES FOR (1971-72) AND BUDGET ESTIMATES FOR (1972-73)	..	134

EIGHTEENTH ANNUAL REPORT 1971-72

This Report covers the activities of the Indian Institute of Public Administration, during the year ending 31st March, 1972. It also contains the audited statement of accounts and the annual balance sheet of the Institute for the period under review.

I. ORGANISATIONAL MATTERS

It gives us great pleasure to report that the President of India, Shri V. V. Giri, has graciously agreed to be the Patron of the Institute.

In pursuance of the decision taken by the General Body of the Institute, at its Annual Meeting held on 25th October, 1970, Smt. Indira Gandhi, Prime Minister of India, was requested to accept the Presidentship of the Institute. It is a matter of great pleasure to report that she had accorded her consent in the middle of June 1971, to be the President of the Institute.

Smt. Indira Gandhi, was unanimously re-elected President of the Institute for the year 1971-72, at the Seventeenth Annual Meeting of the General Body held on the 22nd October, 1971.

It was mentioned in the last Annual Report that Dr. Karan Singh who was elected as one of the Vice-Presidents, regretted his inability to accept the Vice-Presidentship because of his preoccupation. The Executive Council, at its meeting held on 24th April, 1971, elected Shri V. P. Naik, Chief Minister of Maharashtra, as Vice-President for the rest of the tenure of Dr. Karan Singh. Shri Naik accepted the invitation to become Vice-President of the Institute.

Shri G. Jagathpathi on his appointment as Chief, Asian Regional Team for Employment, resigned from the membership

of the Executive Council in August, 1971. In his place the Executive Council co-opted Shri P. P. Agarwal, Adviser (P.A.) Planning Commission, New Delhi-1.

At its Ninety-fifth meeting held on the 22nd October, 1971, the Executive Council, co-opted Shri Asoka Mehta, Dr. S. M. Hasan, Shri B. C. Mathur, Shri B. Venkatappiah and Shri P. L. Tandon, as members, for a period of one year.

The Council unanimously re-elected Shri Asoka Mehta as its Chairman for a period of one year.

The Executive Council constituted the Standing Committee with the following members:

1. Shri Asoka Mehta (*Chairman*)
2. Shri M. K. Chaturvedi
3. Prof. Shanti Kethari
4. Shri B. C. Mathur
5. Prof. M. V. Mathur
6. Shri D. L. Mazumdar
7. Shri H. M. Patel
8. Shri C. A. Ramakrishnan
9. Shri V. Subramanian
10. Shri M. V. S. Prasada Rau
11. Dr. Ram K. Vepa
12. Prof. G. Mukharji (*Director-cum-ex-officio Secretary*)

The detailed composition of the Executive Council and its Committees is given in Appendix I.

SETTING UP OF A FINANCE SUB-COMMITTEE

The Executive Council, at its meeting held on the 25th February, 1972, set up a Finance Sub-Committee of the Executive Council to perform the following functions :

- (a) to examine the budget proposals of the Institute;
- (b) to dispose of matters regarding re-appropriation of funds; and
- (c) to scrutinise and report on the Audit Report of the Institute.

The names of the members of the Finance Sub-Committee are in Appendix I.

APPOINTMENT OF NEW DIRECTOR OF THE IIPA

Shri G. Mukharji was appointed as an interim Director on January 1, 1971 and as a regular Director from 1.4.1971. Later on, Prof. G. Mukharji expressed his desire to retire. Steps for selecting a Director in the place of Prof. G. Mukharji have been taken and a selection committee consisting of Shri Asoka Mehta, Shri T. Swaminathan, Shri G. Parthasarathy, Prof. M. V. Mathur, Shri P. L. Tandon and Shri T. N. Chaturvedi was appointed.

STREAMLINING THE INTERNAL ADMINISTRATION OF THE INSTITUTE

The Interim Report of the Working Group consisting of Prof. M. V. Mathur and Shri M. K. Chaturvedi has been accepted by the Executive Council and implemented. The final report of the Working Group to which Shri Gopeshwar Nath was added as a third member is awaited.

APPOINTMENT OF A SUB-COMMITTEE TO EXAMINE THE FINANCES AND ACTIVITIES OF THE INSTITUTE

The Executive Council at its meeting held on the 24th April 1971 appointed a Sub-Committee consisting of :

1. Shri P. L. Tandon (*Chairman*)
2. Shri T. N. Chaturvedi
3. Prof. M. V. Mathur
4. Dr. Ram K. Vepa
5. Shri B. Venkatappiah ; and
6. Prof. G. Mukharji (*Director*)

—to examine the finances and activities of the IIPA both generally and with special reference to the Budget and programme for 1971-72 and suggest such improvements as may be immediately introduced; and

—to make long-term proposals for the improvement of the finances, and reorganisation of the structure and activities of the IIPA in order that it may better fulfil its objectives.

The Sub-Committee submitted its report in July 1971. The recommendations of the Tandon Sub-Committee may be broadly divided into the following two main categories :

(A) Budgetary Reorientation

- Measures to meet the current deficit in the IIPA budget; and
- Reversal of the present trend towards a progressively declining expenditure on academic staff.

(B) Reorganisation of the Structure and Academic activities

- Structural changes; and
- Development of an operational focus and a core programme.

The Executive Council at its meeting held on 21st October 1971 considered the recommendations of the Sub-Committee and took the following decisions :

1. that all the existing Units in the Institute should be abolished so that the entire faculty works as one unit under the leadership of the Director;
2. that the Financial Management Unit and the Consultancy Unit, which were being financed substantially by the Ford Foundation, should also similarly cease to be independent units and should form part of the Institute as a whole, after consulting the Ford Foundation;
3. that in regard to the Centre for Training and Research in Municipal Administration, which is being financed by the Ministry of Health, FP, WH & UD., the Director may initiate negotiations with that Ministry for the amalgamation of the Centre with the core of the Institute;
4. the Director may negotiate for funds for the addition of suitable faculty to undertake training and research in the field of rural local government;
5. that the existing Executive Development Programmes and Research Studies should continue as at present but the proposal for the introduction of high level

professional courses in the field of Public Administration be worked out more precisely;

6. that the Director should devise arrangements under which the regional/local branches and Universities may collaborate in the furtherance of professional training courses/ executive development programmes and seminars and conferences.

In pursuance of the above mentioned decisions of the Executive Council the following actions have been taken :

1. All the Specialised Units, except the C.M.A., were abolished with effect from 15th March, 1972.
2. As regards the amalgamation of the C.M.A., the Ministry of Health and Family Planning have not agreed to the proposal for the time being.
3. Action has been initiated to introduce a long-term professional course for the middle-level officers.

APPOINTMENT OF A SUB-COMMITTEE TO GO THROUGH THE MEMORANDUM OF THE ASSOCIATION AND THE RULES AND SUGGEST AMENDMENTS

The Executive Council has appointed a Sub-Committee consisting of S/Shri T. N. Chaturvedi, V. Subramanian and Bipin Chandra to go through the Memorandum of Association and Rules and suggest amendments.

STAFF BENEVOLENT FUND

The Executive Council at its meeting held on the 25th February, 1972, took a decision regarding the creation of a Staff Benevolent Fund out of the honoraria not accepted by the guest speakers, subject to such persons indicating their desire to the amount being credited to the proposed benevolent Fund. The rules for the operation of this fund are under preparation.

MEMBERSHIP

During the year 1971-72, 889 applicants were admitted to the membership of the Institute (737 as Ordinary Members; 54 as

Life Members; 52 as Corporate Members and 46 as Associate Members). 59 Ordinary Members compounded their subscription for Life Membership. 62 Ordinary and 6 Corporate Members resigned from their membership. 39 Ordinary Members whose names were removed for non-payment of subscription for more than 2 years were re-admitted during the year. The Institute lost 6 members (3 Ordinary and 3 Life Members) on account of their death.

221 Ordinary Members and 9 Corporate Members ceased to be the members due to non-payment of dues for over two years.

The total membership of the Institute as on March 31, 1972, was as follows:

Ordinary Members	2401
Corporate	218
Life	378
	<hr/>
	2,997
	<hr/>

(These figures do not include paid Associate Members, whose number stood at 46 at the end of March, 1972).

The number of Ordinary members who were in arrears of subscription as on April 1, 1972, was 1,164. Of these 573 had not paid their subscription for 2 years.

SEVENTEENTH ANNUAL MEETING OF THE GENERAL BODY

The Seventeenth Annual Meeting of the General Body of the Institute was held on 22nd October, 1971. Smt. Indira Gandhi, President of the Institute was in the Chair.

CONDOLENCES

During the year under report, the Institute suffered an irreparable loss in the passing away, on the 18th January, 1972, of Dr. A.N. Jha, Lt. Governor of Delhi, and a former Vice-President of the Institute.

The Institute also mourns deaths of Shri J. Charanjiva, Shri N. V. Modak, Mr. A. H. Hanson, Shri S. B. Pandit, Shri H. H. Trivedi. These members took active interest in the activities of the Institute.

The Institute also mourns the death on December 11, 1971, of Prof. B.S. Narula who passed away at Colombo, where he had gone on leave on U.N. assignment.

The Institute mourns the death on September 24, 1971 of Dr. Jitendra Singh, Director of Research, Administrative Staff College of India who was earlier for a number of years on the faculty of this Institute.

II. ACTIVITIES

In all 8 Specialised Units were functioning in the Institute during the year under report.* Descriptions of areas in which these units worked and the names of the members of the Faculty who headed them are given below:

<i>Area of Specialisation</i>	<i>Head of the Unit</i>
1. Administrative Theory & Behaviour (including Personnel Administration)	Prof. B. S. Narula (upto December 10, 1971)
2. Case Studies†	
3. Citizen Administration	Prof. V. Jagannadham
4. Consultancy	Prof. R. C. Goyal
5. Financial Management	Prof. M.J.K. Thavaraj
6. Industrial Administration	Dr. S. K. Goyal
7. Municipal Administration	Prof. Deva Raj
8. Organisation and Methods	Dr. S. R. Maheshwari

RESEARCH

The Research and Training Committee met 2 times during the year.

The Committee was re-constituted in February-March, 1972 and its composition is given in Appendix II.

The following research projects and studies were either taken up or continued during the year 1971-72.

*The specialised units were abolished with effect from 15th March, 1972.

†Dr. Ram K. Vepa continues to be the Honorary Director of the Case Studies Programme. He is assisted by Shri K. Venkataraman, Member-Secretary since November 17, 1971.

Administrative Theory and Behaviour (including Personnel Administration)

The following studies for the Third Pay Commission were completed during the period under report:

Monograph on Civil Service and Salary Structures of—

- (1) Malaysia; (2) Philippines; (3) Canada; (4) Australia;
- (5) Nigeria; and (6) Ghana.

In addition to these, the following study was in progress in this unit.

“Organization of Civil Service in the States”.

Case Studies Programme (Composition: Appendix III)

The Case Study Programme was revived during the year 1971-72 with the appointment of a new Honorary Director, Dr. Ram K. Vepa, a Member of the Executive Council. It was considered necessary to recruit a full-time person to edit the case studies which have already been received. Shri K. Venkataraman, a former Registrar of the Indian Institute of Advanced Studies, Simla; was selected for this post and he joined duty on November 17, 1971. Prof. B. S. Narula, Professor of Public Administration continued as Member-Secretary till his departure abroad on an ECAFE assignment.

The main emphasis on the Case Study work during the year has been to edit the studies already received and to obtain the necessary Government clearances for publishing them. A sum of Rs. 7,000 was also set apart for case studies of Municipal Administration. In Addition, about 9 persons have been requested to furnish case studies on a variety of topics involving various aspects of Public Administration. Some of these have since been received in the final form.

Of the 67 case studies in hand, 21 have been edited and sent to the press for publication in two volumes. The work of editing the rest is going on apace.

Citizen Administration Unit

The following reports were completed :

1. Citizen and Municipal Bureaucracy; and

2. Property Tax Administration.

Studies in progress :

1. Issues in Administrative Behaviour.
2. Social Welfare Administration.

Consultancy Unit (Composition: Appendix IV)

During the period under report the Unit has completed the following consultancy assignments:

1. National Industrial Dev. PERT/CPM Network & Corp'n. Ltd., New Delhi. Charts for Bharat Pumps & Compressors Ltd.
2. Coca Cola Export Corp'n., An Advertising & New Delhi. Marketing Research Survey in 2 major States.
3. Hindustan Zinc Ltd., Udaipur. A Study of Management Training Needs.

Six more assignments for the following undertakings are in progress :

1. The Central Warehousing Corp'n., New Delhi.
2. Bharat Aluminium Co. Ltd., New Delhi.
3. Hindustan Latex Ltd., New Delhi.
4. Manganese Ore (India) Ltd., Nagpur.
5. Housing & Urban Dev. Corp'n. Ltd., New Delhi.
6. The Punjab State Co-op. Supply & Marketing Federation Ltd., Chandigarh.

Financial Management Unit

The following research studies were completed :

1. State Financial Corporations—An Analytical Study.

2. Financial Management in Select Public Undertakings.
3. Application of Performance Budgeting in the Central Public Works Department.
4. Performance Budgeting in Government—An Illustrative Guide.
5. Up-dating of Bibliographical Survey of Budgeting and Financial Control in India.
6. Facilities for Training in the Field of Financial Management in India.
7. Bibliographical :
 - (i) Methodology of Taxation; and
 - (ii) Value Added Taxation.
8. Financial Planning and Evaluation of Hindustan Steel Ltd.
9. Working Capital Management in 22 select public enterprises.
10. The working and effectiveness of the committee on public undertakings.
11. Citizens and the Treasuries.
12. Study of the Directorate of Animal Husbandry in Haryana and Punjab.

Studies in Progress

1. Use of Management accounting techniques in public enterprises.
2. Research paper on the effect of Income Tax exemption on Personal Savings.
3. Applications of standard costing techniques in four select enterprises.
4. Study of Performance Audit of Public enterprises.
5. Capital in public sector manufacturing and mining—its formation and financing.
6. Readings on Performance Budgeting in Public undertakings.

7. Application of network techniques and performance budgeting in the Badarpur Thermal Power Station.
8. Study of Performance Budgeting in the Public Departments of U.P.

Industrial Administration Unit

A Paper on Administrative Organization for Implementation of Socialistic Programmes in a Parliamentary Democracy was prepared for the IIPA Annual Conference, 1971.

A Bibliographical survey of Industrial Regulations by the Government, taken up at the request of the I.C.S.S.R. was also completed.

The following studies are in progress :

1. Concentration of economic power—India.
2. Monopolies and Restrictive Trade Practices Commission—A Review.
3. Inter-corporate Investment.
4. A preliminary project report was also prepared and submitted to the government for installation of information system in the Ministry of Company Affairs.

A Research Programme Committee Project

The study on 'Prospective Areas of Expansion for the Public Sector' sponsored by the R.P.C. of the Planning Commission is in progress and the project report is nearing finalisation.

Municipal Administration

The following studies were completed:

1. A monograph on Association of Urban Local Bodies.
2. Policing of Medium-sized Cities.
3. A note on Model Legislation for Municipal Corporations—a comparative study.

Studies and Project Preparation of Integrated Services for Children and Youth for Urban Areas.

The Social Welfare Department of the Government of India in collaboration with the UNICEF, entrusted to the CMA in July, 1970, the task of selection of cities for the urban integrated Project and drawing up proposals for about a dozen cities in the country on the basis of local surveys—in consultation with the local authorities.

After consultation with state governments and the respective local bodies, twelve cities were selected in different parts of the country.

Project Reports for Lucknow, Bombay and Baroda have been submitted to the Social Welfare Department and were under consideration of the Government of India. Project reports for other cities are expected to be finalised in the course of 1972-73.

During the year two Consultancy Meetings of Experts were organised as follows :

- (a) Family and Child Health Centres; and
- (b) Vocational Needs and Training for Non-student Youth in Urban Areas.

RESEARCH FELLOWSHIPS

The following Research Fellows completed their work for Ph.D. Degree and received Doctorates :

<i>Name of the Research Fellow</i>	<i>Guide</i>	<i>Subject of the Thesis</i>
1. Dr. D. N. Jha	Prof. H. K. Paranjape	Planning and Agricultural Development with reference to Bihar.
2. Dr. S. N. Jha	Dr. J. N. Khosla	Political Leadership and Panchayati Raj: A Study of Meerut District in Uttar Pradesh.
3. Dr. S. K. Mukherjee	Prof. V. Jagannadham	Administration of Juvenile Correctional Institutions: A Comparative Study in Delhi and Maharashtra.

EXECUTIVE DEVELOPMENT PROGRAMME

The Institute organised the following short-term training programmes in association with the Training Division of the Department of Personnel, Cabinet Secretariat, Government of India as part of its Executive Development Programme:

1. Third Course on Modern Aids to Management
(April 13-24, 1971)
2. First Course on Introduction to Computers
(April 26—May 1, 1971)
3. Third Course on Personnel Administration
(May 11-22, 1971)
4. Tenth Course on Performance Budgeting
(June 7-18, 1971)
5. Fifth Orientation Course on Project Formulation
(July 1-7, 1971)
6. Fifth Orientation Course on Materials Planning
(July 26-31, 1971)
7. Fifth Course on Administrative Leadership and Behaviour
(August 4-21, 1971)
8. Third Course on Training of Trainers
(August 16-21, 1971)
9. Second Course on Introduction to Computers
(August 30—September 4, 1971)
10. First Course in Records Management
(September 20-24, 1971)
11. Eleventh Course on Performance Budgeting
(October 4-15, 1971)
12. Third Course on Social Policy and Administration
(November 8-19, 1971)
13. Fourth Course on Modern Aids to Management
(November 22—December 4, 1971)
14. Special Course on Materials Planning in Emergency
(January 31—February 5, 1972)

15. Fourth Course in Social Policy and Administration
(State and Social Change)
(February 7-19, 1972)
16. Second Course in Records Management
(March 6-10, 1972)
17. Sixth Orientation Course on Project Formulation
(March 13-18, 1972)

The Objectives of the Courses and Their Special Features

A. *Course on Modern Aids to Management*: The aim of the Courses was to expose the middle management personnel in government to new aids to management and deepen their conviction in their effectiveness. The Courses sought to impart a knowledge of the aids and techniques of augmenting management skills both at the stage of decision-making and implementation. It attempted in brief to impress on the participants the need as well as the ways of achieving a management break-through in the country's public administration. The Course contents included work study, organisational analysis, systems analysis, electronic data processing, material management, career management, etc.

Dr. S. R. Maheshwari, Reader in Public Administration directed the third Course.

The Third Course was attended by 30 officers from the States, Union Territories, Central Ministries/Departments and public Corporations.

As part of the training programme, the participants in the Course visited the Delhi Cloth & General Mills Co. Ltd.; and Swatantra Bharat Mills Ltd. The participants also visited the Computer Centre of the Cabinet Secretariat, Government of India.

The Fourth Course was directed by Dr. S. P. Verma, Reader in Personnel Administration in the Institute.

The Fourth Course was attended by 31 participants drawn from the States, Union Territories, Central Ministries/Departments and public Corporations, etc. The participant nominated by the Government of Philippines also participated in the Course.

As part of the Training Programme, the participants visited the Hindustan Insecticides Ltd. The participants also visited the IBM Computer Centre.

B. *Courses on Introduction to Computers* : The Course was intended to enable the participants to become aware of the potentials of modern computers and to appreciate the problems of computer applications. To accomplish this objective the course addressed itself to the following working objectives :

- (a) The elements of a Computer system were explained in detail to provide an understanding of computer hardware and software;
- (b) The areas of work for which a computer may be suitable were explored and a few computer applications in government and industry discussed;
- (c) Systems and Programming Concepts were explained; and
- (d) The functions of Computer Centre of the Cabinet Secretariat were described and how service facilities of the Computer Centre could be made use of by Government Departments/Organisations for meeting their data processing needs were explained in detail.

The courses were introductory but attempts were made to provide a basic understanding of computers as a tool of management. Besides lectures, film shows were also arranged. The participants also visited the Computer Centre of the Cabinet Secretariat as part of the programme.

Shri R. S. Rathore, Deputy Director (Accounts), Border Security Force, Ministry of Home Affairs was Director of the Courses.

Shri B. C. Mathur, Director of Training and Joint Secretary, Department of Personnel, Cabinet Secretariat, Government of India, delivered the Key-note address in the First Course which was attended by 33 officers from States, Union Territory, Central Ministries/Departments, etc. The concluding address was delivered by Dr. V. R. Rao, Director, Computer Centre of the Cabinet Secretariat.

The Second Course was inaugurated by Shri B. C. Mathur, Director of Training and Joint Secretary, Department of Personnel, Cabinet Secretariat, Government of India and was attended by 27 officers from the States, Central Ministries, Public Corporations, etc. One nominee of the Government of Philippines also participated in the Course. The concluding address was delivered by Shri A. Mitra, Secretary, Planning Commission.

C. *Course on Personnel Administration* : The broad objectives of the course were :

1. To help develop a better appreciation of the significance of good personnel management for organisational effectiveness;
2. To give the participants an integrated perspective of the existing policies and methods of personnel administration in the Government and their inter-relationships;
3. To promote a better understanding of the underlying purposes of various personnel policies and functions and the different approaches available for their effective management;
4. To help enhance the ability to motivate the individual public employees as well as groups of public employees, working in large organisations in the governmental sector, to higher levels of performance and integrity; and
5. To acquaint participants with modern concepts and techniques in personnel administration and the findings of social sciences having a bearing on them; and to help develop the ability to identify personnel problems, analyse their causes and formulate solutions in the light of environment demands, the organisational goals and the internal stresses and pressures.

The *modus operandi* of training was mainly by group discussions. Each subject was introduced by a Discussion Leader who has specialised knowledge or experience in the field. Case studies and exercises were also used to help analyse the problems

and understand new concepts and techniques. A special feature of the course was a Human Relations Laboratory which lasted for three days.

The Late Prof. B. S. Narula, Professor of Public Administration directed the course. He was assisted by Shri A. V. Seshanna, Consultant, Personnel Administration, Dr. S.P. Verma, Reader in Personnel Administration, Dr. R. B. Puri, Lecturer in Personnel Administration and Shri B. R. Sharma, Training Associate.

Thirty three participants from States, Union Territories Central Ministries/Departments, Public Corporations and University participated in the Course.

The Valedictory Address of the Course was delivered by Shri R. N. Mirdha, Minister of State, Department of Personnel, Cabinet Secretariat, Government of India.

D. Orientation Courses on Project Formulation : The purpose of the Courses was to present a broad conceptual overview of some of the issues and problems in Project Formulation. An attempt was made to convey an appreciation of some of the implied quantitative techniques as were relevant to the present resource environment. Illustrative case material was provided to supplement class discussion specially in decision-making process leading to Project Formulation.

Shri A. P. Saxena, Deputy Director, Training Division, Department of Personnel, Cabinet Secretariat, Government of India was Director of these courses.

The Fifth Course was inaugurated by Prof. A. Das Gupta, Head of the Department of Business Management and Industrial Administration, University of Delhi and was attended by 27 participants from the States, Union Territory, Central Ministries/Departments, Public Corporations, etc.

The Sixth Course was inaugurated by Prof. M. V. Mathur, Director, Asian Institute of Educational Planning and Administration and was attended by 37 participants from States, Union Territories, Central Ministries/Departments and Public Corporations.

E. Orientation Course on Materials Planning: At the beginning of the Course some underlying tools and techniques, which may be used with advantage to materials planning, were explained. In addition to this, there was a discussion of the problems faced at the various levels in a project or a programme, through selected case examples. The validity of some of the techniques was established and the participants were given opportunity to discuss and test the basic concepts in terms of their individual situations. An attempt was also made to evaluate the impact of material imbalances currently existing in many areas, leading to immobilisation of scarce capital resources, reduced profitability and resultant scarcity, to the detriment of various sectors of the economy.

Shri A. P. Saxena, Deputy Director, Department of Personnel, Cabinet Secretariat, Government of India was Director of the Course.

The Course was inaugurated by Dr. G. R. Dalvi, Executive Director, National Productivity Council and was attended by 27 participants from States, Union Territory, Central Ministries/Departments and Public Corporations.

F. Special Course on Materials Planning in Emergency: The programme focussed attention on objectives and priorities in Materials Planning in an emergency. The related subjects of import substitution, materials purchasing, tools and techniques of inventory control and materials planning in the Government were discussed. A selected case study was also discussed with a view to establish some of the concepts arising out of a real life problem. Finally, an attempt was also made to evaluate the impact of material imbalances currently existing in many areas.

Shri A. P. Saxena, Deputy Director, Department of Personnel, Cabinet Secretariat, Government of India was Director of the Course.

The Course was inaugurated by Lt. General N. Sengupta, Chairman & Managing Director, Bharat Aluminium Company Ltd., and was attended by 34 participants from States, Union

Territories, Central Ministries/Departments and Public Corporations.

G. Courses on Performance Budgeting : The basic objectives of the courses were to familiarise the Internal Financial Advisers, Deputy Secretaries and Under Secretaries engaged in budgetary, financial and accounting work in the various departments and ministries of the Government of India with the Conceptual Framework of Performance Budgeting with all its ramifications comprising the classification of expenditure design of yardsticks or measurements, reporting, review and so on. The participants were also afforded opportunities to work on practical exercises in converting budgets from conventional to performance types.

Dr. M. J. K. Thavaraj, Professor of Financial Administration was Director of the Courses.

The Tenth and Eleventh Courses were attended by 36 and 31 participants respectively from States, Union Territories, Central Ministries/Departments and Public Corporations.

H. Courses on Administrative Leadership and Behaviour :
The broad objectives of the Course were as follows :

1. To promote, among the participants, a better understanding of various factors and forces which affect the behaviour of public employees, as individuals and in groups, in attaining effectiveness: (i) in their job; (ii) in relation with one another; and (iii) in relation with the citizens and the elected representatives; and with this objective in view to acquaint them with the important findings of social sciences research on organisational leadership.

2. To understand the role of organisational leadership; to identify the special characteristics of leadership in administration and to help enhance the leadership capability of the participants for promoting :

- (a) Effectiveness in human relations, i.e., motivating the employees, as an individual and in group, mobilising the support of peers and seniors and securing public cooperation;

- (b) Effectiveness in task—performance, *i.e.*, planning, organising, delegating, directing, coordinating and reviewing activities and programmes, and providing guidance and help in problem-solving; and
- (c) Organisation development, *i.e.*, improvement and adaptation of organisation structures and process, personnel systems and procedures, and methods of work to the demands of internal growth dynamics, organisational goals and tasks and environmental change.

A special feature of the course was an Administrative Behaviour Laboratory which consisted of sessions in sensitivity training (L group), psychological games and exercises and provided opportunities for “experiential” earning.

The Late Prof. B. S. Narula, Professor of Public Administration (Administrative Theory and Behaviour) was Director of the Course.

The Course was attended by 25 participants from States, Union Territories, Central Ministries/Departments and Public Corporations.

The concluding session was addressed by Shri P. N. Haksar, Secretary to the Prime Minister.

I. Course on Training of Trainers : The Course was directed to training personnel from the various Central and State Training Institutions and also training coordinators of the State Governments and Central Ministries. The primary objective of the Course was to lay emphasis on some of the important ingredients which constitute in a way the role of a trainer. The course had an extended learning laboratory which attempted to underline the role of a trainer in the learning process. A discussion of a few selected training techniques were supplemented by a specific case example which was presented to the participants. In addition, besides a session on Identification of Training Needs, the participants also had an opportunity of Syndicate work in connection with the development of a training programme. Finally, the role of research in training and the whole question of evaluation of training programmes were also discussed. It was

hoped that the involvement of the participants in such selected sessions would enable them to appreciate the essential relevance of the role of a trainer which today needs itself training in-put.

Shri B. C. Mathur, Director of Training and Joint Secretary, Department of Personnel, Cabinet Secretariat, was Director of the Training Course.

The Course was inaugurated by Shri Ram Niwas Mirdha, Minister of State in the Ministry of Home Affairs and the Department of Personnel, Cabinet Secretariat, Government of India and was attended by 20 participants from states and central ministries/departments.

J. *Courses in Records Management* : The broad objectives of the courses were :

- (a) To enable the participants to critically examine the various aspects on the problems of Records Management;
- (b) To familiarise them with some of the important techniques of improving maintenance of Records; and
- (c) To demonstrate the use of some modern devices on maintaining Records.

Lt. Colonel Brij Mohan, Joint Director, Institute of Secretariat Training and Management was the Director of the Courses.

Twenty Six officers participated in the First Course. In the Second Course also 26 officers participated.

K. *Courses in Social Policy and Administration* : (State and Social Change) The courses in Social Policy and Administration with its special emphasis on State and Social Change sought to provide an opportunity for the middle and senior level administrators to acquaint themselves with the recent advances in principal social sciences and the prevailing forces in the socio-economic and political systems which would enable them to grapple with self-confidence the problems arising out of industrialisation, urbanisation, green revolution, population explosion and social tensions. The course was intended to provide a better

appreciation of the ecological background and ethos in society for development. The course faculty dealt with the major policies and programmes in the past and the specific tasks and responsibilities of administrators ahead. Special attention was also devoted to the new programmes like the development of small farmers and the crash programmes for rural development.

Dr. V. Jagannadham, Professor of Sociology and Social Administration was the Director of the Courses.

The Third and the Fourth Courses were attended by 13 and 23 participants respectively. One nominee of the Government of Philippines, Manila participated in the Third Course.

OTHER COURSES

The Institute also organised the following short-term training courses during the year 1971-72 :

1. Special Course on Performance Budgeting (for the officers of the Government of Goa, Daman and Diu) at Panaji, Goa (May 17-27, 1971).
2. Management Development Programme on Materials Management Through Systems at Mussoorie. (September 5-11, 1971).
3. Special Course on Performance Budgeting (for officers of the Government of Uttar Pradesh, at Lucknow (September 15-25, 1971).
4. Special Course on Financial Management (for officers of the Government of Tamil Nadu) at Madras (October 22—November 2, 1971).
5. Fourth Training Programme for officers of Pilot Research Project in Growth Centres (December 22, 1971—February 18, 1972).
6. First Course in O & M (January 10-15, 1972).
7. Third Special Course on Performance Budgeting for Public Undertakings (February 21-26, 1972).
8. Special Course on Performance Audit (March 1-10, 1972).
9. First Refresher Course on Some Aspects of Administrative Management at Chandigarh (March 2-18, 1972).

A. *The Objectives of the Courses and their special features*

- (i) Special Course on Performance Budgeting (for officers of the Government of Goa, Daman and Diu) at Panaji.
- (ii) Special Course on Performance Budgeting (for officers of the Government of Uttar Pradesh) at Lucknow.
- (iii) Special Course on Financial Management (for officers of the Government of Tamil Nadu) at Madras.

These courses were designed to reorient the thinking of the participants in terms of the new techniques and methods of budgetary management and control. The main emphasis of the courses was on performance budgeting and the various issues connected with its introduction in Government.

The special course on Performance Budgeting at Panaji was organised at the instance of the Government of Goa, Daman and Diu for their officers.

Dr. M. J. K. Thavaraj, Professor of Financial Administration was the Director of the Course.

The Course was inaugurated by Shri Nakul Sen, Lt. Governor, Goa, Daman and Diu and the concluding session was addressed by Shri K. N. Srivastava, Chief Secretary to the Government of Goa, Daman and Diu. The course was attended by 50 participants.

The Special Course on Performance Budgeting at Lucknow was organised at the instance of the Government of Uttar Pradesh for their officers.

Shri S. S. Viswanathan, Programme Consultant (Performance Budgeting) was Director of the Course.

The Course was inaugurated by Shri R. K. Goswami, Minister of State for Finance, Government of Uttar Pradesh. The concluding address was delivered by Shri S. P. Pande, Secretary, Department of Health, Government of Uttar Pradesh. Thirty-four officers participated in the course.

The Special Course on Financial Management at Madras was organised by the Institute at the instance of the Government of Tamil Nadu.

Dr. M. J. K. Thavaraj, Professor of Financial Administration, was Director of the Course.

The Course was inaugurated by Thiru M. G. Rajaram, Deputy Chairman, State Planning Commission and First Member, Board of Revenue, Government of Tamil Nadu. The concluding address was delivered by Thiru S. Venkitaraman, Finance Secretary, Government of Tamil Nadu. The course was attended by 27 officers.

B. Management Development Programme on Materials Management through Systems at Mussoorie

The purpose of the programme was to develop familiarity with and provide an understanding of the latest thinking in Materials Management. Despite differences in size, methods of operation and product characteristics, the executives associated with the Materials Management function shared many common problems such as determination of materials requirements, procurement of materials, inventory control and storage and waste control. Emphasis was on an integrated approach to achieve the maximum efficiency and effectiveness of the resources.

The programme was specially designed for senior executives, such as General Manager, Deputy Managers, Materials Managers, Controllers of Stores, Controller of Purchases, Production Managers, Heads of Planning Departments and others who may be concerned, directly or indirectly, with formulating policies and procedures concerning materials management.

The programme which was completely residential was conducted at Mussoorie. The fee for the programme was Rs. 900 per participant, which covered board, lodging, course materials, etc.

Prof. R. C. Goyal, Consultant, was Director of the Programme.

Eighteen officers drawn from Public Corporations and private companies participated in the programme.

C. Fourth Training Programme for Officers of Pilot Research Project in Growth Centres

The programme was designed to expose the officers of the Pilot Research Project in Growth Centres to the environment of planning in this country and the methodology of research and survey techniques relevant to area planning. The contents of the course included :

- (a) introduction to requirements of development planning in India;
- (b) acquaintance with available resources and the infrastructure in rural areas ;
- (c) the administrative organisation and its structures ;
- (d) an analysis of some development programme ;
- (e) changing trends, so far as they were related to development programme ;
- (f) some exposure to planning techniques and problems;
- (g) some concepts and methodology of research;
- (h) Statistical and survey research techniques.

The programme was organised at the instance of the Department of Community Development, Ministry of Agriculture, Government of India.

Prof. R. C. Goyal, Consultant, was Director of the Programme.

Apart from lecture-discussions organised at the Institute the participants attended regular lecture-discussions at the Central Research Cell of the Ford Foundation.

As part of the Training programme the participants visited Gurgaon and adjoining villages and Agra for field trips.

The Course was inaugurated by Shri M. Ramakrishnayya, Additional Secretary, Department of Community Development, Ministry of Agriculture, Government of India. The concluding address was delivered by Prof. Sher Singh, Minister of State in

the Ministry of Agriculture, Government of India. He distributed Certificates to the participants.

D. First Course in O & M

The aim of the Course was to familiarise the participants with broad principles and techniques of O & M, to relate these to their work-environment and thus, to help them in the fulfilment of their responsibilities. The course was an attempt in the direction of making the participants professional O & M personnel. The detailed objectives of the Course were: (i) to inculcate a better appreciation of the need and problem of administrative improvement in government; (ii) to familiarise the participants with the techniques and tools of administrative improvement ; (iii) to enable the participants to offer effective leadership in the field of administrative improvement in general and O & M in particular.

Dr. S. R. Maheshwari, Reader in Public Administration was Director of the Course.

The Course was conducted at the instance of the Department of Administrative Reforms, Ministry of Home Affairs, Government of India. Sixteen participants drawn from Central Ministries/Departments participated in the Course. As part of the training programme, the participants visited Remington Rand of India and Macneil & Barry Ltd., where they were shown the latest business equipments.

Shri M. Gopal Menon, Additional Secretary, Department of Administrative Reforms in the Ministry of Home Affairs, Government of India, inaugurated the Course.

E. Third Special Course on Performance Budgeting for Public Undertakings

The Administrative Reforms Commission in their report on Public Sector Undertakings and the Parliamentary Committee on Public Undertakings in their report on Financial Management have urged the introduction of Performance Budgeting in Public Sector Undertakings. The Course was accordingly designed and

its contents included besides performance budgeting, other techniques like discounted cash flow, network analysis, pricing systems, ratio analysis, inventory control, cost control and so on.

Dr. M. J. K. Thavaraj, Professor of Financial Administration, was Director of the Course.

Nineteen officers from various public sector undertakings participated in the Course.

The Course was inaugurated by Shri S. Bhoothalingam, Director General, National Council of Applied Economic Research, New Delhi, The concluding address was delivered by Shri N. N. Wanchoo, Chairman, Bureau of Industrial Costs & Prices, New Delhi.

For participants in the course, fees were charged.

F. Special Course on Performance Audit

The Course, the first of its kind, was organised on the request made by the Controller General of Defence Accounts with a view to building up a team of officers in his organisation with necessary background and expertise in some of the new techniques in financial and project management, so that a nucleus of trained officers with the right perspective could be had for undertaking performance audit of governmental activities in a purposeful and effective manner. In addition to lecture-discussions on related subjects like Programme and Performance Budgeting Project Formulation, Application of Network Techniques, Materials Management and Inventory Control, Information System, Productivity Concepts and so on, stress was also laid on case study, discussions on the practical aspects of the development and application of performance audit principles.

Shri S. S. Viswanathan, Programme Consultant (Performance Budgeting), was Director of the Course.

The Course was inaugurated by Shri S. Ranganathan, Comptroller and Auditor General of India.

Twenty-three officers participated in the Course.

G. First Refresher Course on Some Aspects of Administrative Management at Chandigarh

The Department of Public Administration of the Panjab University in collaboration with the Institute organised the First Refresher Course on Some Aspects of Administrative Management at Chandigarh. The Course was meant for the middle level servants as well as for the executives of the Government companies. Besides government officers, army officers concerned with problems of Administration and Management and teachers of Public Administration participated in the Course.

The Course sought to impart knowledge of policy making in the Government and Public undertakings, programme and Project Formulation, Administrative Evaluation, Modern Management tools and of factors contributing to Administrative capability. It also included behavioural analysis of administration, such as administrative motivation and human relations. The duration of the course was a little over two weeks. It was well received by the Government and organisations concerned.

The Course was attended by about 30 officers drawn from Central Government offices located in Chandigarh, Government of Haryana, Government of Punjab, Government companies and public corporations of Haryana and Punjab, teachers from the Department of Public Administration of the Panjab University and army officers of the Western Command.

The Course was inaugurated by Prof. G. Mukharji, Director, Indian Institute of Public Administration, New Delhi.

Dr B. S. Khanna, Head of the Department of Public Administration, Panjab University, was Programme Director. Dr. S. R. Maheshwari, Reader in Public Administration, Indian Institute of Public Administration, New Delhi, was Associate Programme Director.

The Governments of Goa, Daman & Diu, Uttar Pradesh, Tamil Nadu, Union Ministry of Agriculture, the Department of Administrative Reforms of the Union Ministry of Home Affairs, the Controller General of Defence Accounts, Central

Research Cell of the Ford Foundation and the Department of Public Administration of the Panjab University gave effective support in organising the above mentioned courses and the Institute is grateful to all of them. The Institute is also grateful to all the organisations who sponsored their candidates for participation in these courses.

CONFERENCES AND SEMINARS

The Institute organised the following Seminars/Conferences during the year 1971-72 :

1. Seminar on Consumer Cooperative Movement (April 19, 1971).
2. Seminar on Financial Management for University teachers at Ootacamund (April 22—May 4, 1971).
3. Seminar on Performance Budgeting for Central Public Works Department (May 6-7, 1971).
4. Seminars on Family Planning—Policy and Administration (May 19-21, 1971 ; June 17-19, 1971 and August 16-17, 1971).
5. Seminars on Regional Imbalances—Problems and Policies (March 3-4, 1972).

A. *Seminar on Consumer Cooperative Movement*

Consumer Cooperative Movement had been making some progress in many of the Asian countries with some degree of success in the recent past. Time was opportune to take stock of the situation and examine with particular reference to the socio-economic and socio-administrative aspects. With this end in view, the Institute requested a few persons who have been specialising in the field of consumer movements to produce a short paper for discussion in the Seminar.

A paper produced by Dr. S. Dandapani of the Railway Board and Mr. R. Arbidsson of the International Cooperative Alliance titled "Consumer Movement in Asia—some socio-administrative aspects" was taken up for discussion in the seminar. The participants numbering 35 included administrators, leading

cooperators, professors in the universities and others interested in the field.

Dr. V. Jagannadham, Professor of Social Policy and Administration, was Director of the Seminar.

B. Seminar on Financial Management for University Teachers at Ootacamund

Universities and academicians have done pioneering research and brought out excellent publications on budgeting and financial control. In some universities efforts were made to arrange teaching in specialised fields like Economics/Business Administration and Financial Administration. However, on account of various factors, academics in the country were at a disadvantage in combining theory with practice. To acquaint them with the current thinking in the fields of applied financial administration and management, a Seminar was organised at Ootacamund.

Dr. M. J. K. Thavaraj, Professor of Financial Administration, was Director of the Seminar.

C. Seminars on Family Planning Policy & Administration

The Institute organised a series of three seminars on "Family Planning—Policy and Administration" in collaboration with the Ministry of Health & Family Planning, Government of India. The aim of the seminars was to undertake an intensive review of the family planning policy, programme and administration and to offer concrete suggestions to the Government for its consideration.

The broad categories of participants in the three seminars were as under :

1. M.L.A.'s for the first and second seminars and Members of Parliament for the third Seminar.
2. Administrators—for each Seminar.
3. Academicians in or outside universities—for each seminar.
4. Members of the Medical Profession for each Seminar.
5. Writers on Family Planning—for each Seminar.
6. Social workers—for each Seminar.

A number of papers were specially prepared for the series of seminars by eminent persons. In addition the Institute prepared the necessary working papers for the Seminars.

Dr. V. Jagannadham, Professor of Sociology and Social Administration was Director of the first and third seminars. Late Prof. B. S. Narula, was Director of the Second Seminar.

The First Seminar, which was attended by about 40 participants, was inaugurated by Prof. D. P. Chattopadhyaya, Minister of State in the Ministry of Health and Family Planning, Government of India. Shri Apurbalal Majumdar, Speaker, West Bengal State Legislative Assembly, Calcutta, Prof. Anthony D'Souza, Director, Indian Social Institute, New Delhi and Smt. Leela Damodara Menon, Honorary General Secretary, All-India Women's Conference, presided over the different sessions.

The Second Seminar was attended by about 35 participants. The Seminar was inaugurated by Shri A. K. Kisku, Deputy Minister for Health & Family Planning, Government of India. Following the inauguration Shri Kisku himself presided over the session. Smt. Avabai B. Wadia, President, Family Planning Association of India, Bombay, Dr. Vasant Kumar R. Pandit, M.L.C., Maharashtra Legislative Council, Bombay and Shri A. A. Rahim, M.L.A., Kerala State Legislative Assembly, Trivendrum, presided over the different sessions.

The Third Seminar was inaugurated by Shri Uma Shankar Dikshit, Union Minister for Health and Family Planning, Works, Housing and Urban Development, Government of India. Dr. D. N. Pai, Director, Family Planning and Child Health, Municipal Corporation of Greater Bombay, Bombay, Dr. N. T. Mathew, Director, Central Statistical Organisation, Cabinet Secretariat, Government of India, New Delhi and Dr. S. N. Agarwala, Director, International Institute for Population Studies, Bombay presided over the different sessions. The Seminar was attended by about 35 participants.

We are grateful to the Union Ministry of Health & Family Planning for the generous grant given to the Institute for organising the Seminars.

D. *Seminar on Performance Budgeting for Central Public Works Department*

The object of the Seminar was to help understand the full implications of the application of performance budgeting in the Central Public Works Department and to exchange views on the various aspects that were touched upon in the Report prepared by the Institute and circulated to the participants in the Seminar. The Seminar was the first of its kind organised by the Institute and it was hoped that in the light of the discussion in the seminar, the Institute might improve upon the Report and take further steps to finalise the report for submission to Government. The Report has since been published by the Institute.

The faculty for the seminar consisted of Dr. M. J. K. Thavaraj, Professor of Financial Administration, Shri S. S. Viswanathan, Programme Consultant (Performance Budgeting), Shri A. V. Chaturvedi, Technical Associate in the Institute and Shri C. S. Parthasarthy, Director, Management and Project Evaluation Division, Planning Commission.

The Seminar was inaugurated by Shri I. K. Gujral, Minister of Works & Housing and Urban Development and was attended by about 35 participants.

E. *Seminar on Regional Imbalances—Problems and Policies*

The Seminar was designed to enhance proper understanding of the nature of the factors which have hampered the development of backward regions in the country.

As the subject covered a wide area, the seminar had four sessions. Each set of issues was taken up separately from the other. The subject of regional imbalances with special reference to the role of industries in reducing disparities was also discussed. The sessions were as under :

<i>Subject</i>	<i>Chairman</i>
1. Concepts, Issues and Approaches.	Prof. M. V. Mathur, Director, Asian Institute of Educational Planning and Administration.
2. Industrial Policy	Prof. H. K. Paranjape, Member, Monopolies and Restrictive Trade Practices Commission.

Subject

Chairman

3. Financial and Fiscal and Administrative Measures. Dr. M. J. K. Thavaraj, Professor of Financial Administration, IIPA, New Delhi.
4. Summing up of the session. Prof. S. Chakravarty, Member, Planning Commission.

A number of papers were prepared by scholars for discussion on different aspects of the subject.

Dr. S. K. Goyal, Reader in Industrial Administration was Director of the Seminar.

The Seminar was attended by about 45 persons from the Government who were engaged in the planning process, economists from Research Institutions and Universities and public men interested in the subject.

Fifteenth Annual Conference of IIPA Members

IIPA Members' Annual Conference was held on the 23rd October, 1971. Shri Asoka Mehta and Prof. M. V. Mathur presided over the morning and afternoon sessions respectively of the Conference. The main topic of discussion at the Conference was "Administrative Organisation for Socialist Programmes in a Parliamentary Democracy".

The following Members had contributed papers : (1) Shri Y. A. Fazalbhoy, General Manager, General Radio and Appliances Private Ltd., Bombay; (2) Dr. S. K. Goyal; (3) Shri Arvind Koratkar, Department of Public Administration, Vivekvardhini College, Hyderabad ; (4) Dr. V. S. Murthi, Head of the Department of Public Administration, Nagpur University, Nagpur ; (5) Shri P. Krishna Murthy, Department of Public Administration, Vivekvardhini College, Hyderabad ; (6) Prof. H. Pathak, Department of Political Science and Public Administration, Kasturba Rural Institute of Higher Education, Rajpura (Punjab) ; (7) Shri M. V. S. Prasada Rau, Deputy Commissioner of Excise (Distilleries) and *ex-officio* Additional Joint Secretary, Board of Revenue (Excise), A. P. Hyderabad; (8) Shri J. K. P. Sinha, Assistant Director, Institute of Public Administration,

Patna University, Patna ; (9) Shri S. P. Sinha, Assistant Director (Economics & History), Bihar Tribal Welfare Research Institute, Ranchi ; (10) Shri V. Subramanian, Secretary to the Government of Maharashtra, Revenue and Forests Department, Bombay; (11) Dr. Vishwanath Prasad Varma, Director, Institute of Public Administration, Patna University, Patna; and (12) Shri Krishan Kumar Vij, New Delhi.

LECTURES AND VISITS

Among the distinguished visitors to the Institute, mention may be made of the following :

1. Dr. Edward McCrensky, Inter-Regional Adviser in Public Administration, United Nations, New York.
2. Mr. B. M. Villaneuva, Assistant Chief, Local Government Section, Division of Public Administration, United Nations, New York.
3. Mr. Mujezinovic, Counsellor in the Yugoslavia Embassy.
4. Dr. Norman D. Palmer, Professor of Political Science, University of Pennsylvania, Philadelphia, U.S.A.
5. Dr. Rober S. Herman, Professor of Economics and Public Administration and formerly Chairman of the Department of Economics, Union College, Schenectady, New York.
6. Police Officers who underwent training course in Research Methodology organised by the Bureau of Police Research and Development, Ministry of Home Affairs, Government of India.
7. Students from the Department of Public Administration, University of Rajasthan, Jaipur.
8. Six students from the Indian Agricultural Research Institute, New Delhi, working for Ph.D. and M.Sc. in Agricultural Extension.
9. Nine officer-Trainees of the Administrative Officers Training School, Hiraakud, Orissa.

Foreign Scholars Working for their Ph.D.Degrees or other Programmes in the Institute

The following foreign scholars continued their research during the year under report at the Institute :

1. Mr. James Warner Bjorkman (Yale University, New Haven, Connecticut, U.S.A.).
2. Mr. James Thomas Grier Jr. (University of California, Berkeley Professional Studies Programme in India).
3. Mr. Richard Hilary Plaster (University of California, Berkeley Professional Studies Programme in India).
4. Dr. Richard P. Taub (Fullbright-Hays American Scholar).

PUBLICATIONS

The Institute continued to publish the following periodicals during the year :

- (a) IIPA Newsletter (Monthly) ;
- (b) Public Administration Abstracts and Index of Articles (Quarterly) ;
- (c) The Indian Journal of Public Administration (Quarterly);
and
- (d) Nagarlok (Quarterly).

The July-September, 1971 (Vol. XVII, No. 3) issue of the Indian Journal of Public Administration was a Special Number. It was devoted to "Recent Trends and Developments in Public Administration in India." This number was brought out on the eve of the Annual Meeting of the General Body held on October 22, 1971. The first copy of this number was presented to Smt. Indira Gandhi, Prime Minister of India, when she came to the Institute to preside over the Annual General Meeting of members, as the Institute's President.

The special number was priced at Rs. 10.00 per copy for non-members.

Shri T. N. Chaturvedi, Chief Secretary, Delhi Administration, continued to be the Editor of the Journal, Shri V. M. Kulkarni

was the Assistant Editor of the Journal for the period under review.

The Executive Council on a recommendation of the Editorial Board decided to raise rate of subscription to the Indian Journal of Public Administration from Rs. 16 to Rs. 25, for non-members with effect from January 1973. It also decided to have exchange advertisements in addition to the paid advertisements.

The names of members of the Editorial Board of the Journal are given in Appendix V.

The following seven publications were brought out during the year by the Institute :

1. The Citizen and the Municipal Bureaucracy by V. Jagannadham & N. S. Bakshi.
2. Property Tax Administration in Delhi by V. Jagannadham and N. S. Bakshi.
3. Deputy Commissioner in Punjab by S. K. Sharma.
4. The Budget as an Instrument of Administrative Efficiency by Prof. Gunnar Heckscher.
5. Federal Finance in a Developing Economy by Lady Ursula Hicks.
6. State Machinery for Municipal Supervision by M. Bhattacharya.
7. Organisation of the Government of India.

The following books are in the Press :

1. Government through Consultation by Shriram Maheshwari.
2. Case Studies in Panchayati Raj, Vol. I.
3. New Challenges in Administration, Vol. II.
4. Administrators in Action, Vol. III.
5. Readings in Budgeting & Financial Control Ed. by M. J. K. Thavaraj and K. B. Iyer

6. Budgeting Bye Laws, Zoning & Sub-Division Control by Mulkh Raj.
7. Working Capital Management in select Public Sector Undertakings by C. N. Sudarsanan.
8. The Seminar on Family Planning—Policy & Administration by V. Jagannadham.
9. Citizen & the Treasuries by M. J. K. Thavaraj and K. L. Handa.
10. Financial Control and Delegation by M. J. K. Thavaraj.
11. Parliamentary Committee on Public Enterprises by D. N. Gadhok.

LIBRARY AND REFERENCE SERVICES

During the year under report, the Library of the Institute acquired 3,523 volumes. On March 31, 1972 the Library had 1,01,087 volumes of books, public documents, periodicals and newspapers.

Twenty four new titles of periodicals were added during the year.

The number of periodicals received at the close of the year stood at 494. Six Indian and one foreign newspapers were available in the Library during the year.

Library facilities were availed of by 2,204 persons including members, Institute's faculty, research workers and other members of the staff of the Institute, participants of short-term courses and other individuals who had obtained special permission.

The Executive Council at its meeting held on the 25th February, 1972, accepted the recommendation of the Library Committee that individuals who are not members of the Institute but who may be interested in using the Library may be enrolled as Library Members on payment of Library subscription at the rate of Rs. 5 per month or Rs. 12 per annum but that such persons would not be entitled to the issue of books from the Library. Over 6,000 volumes were loaned out : Inter-Library

loans during the year involved 85 libraries, Government Departments and other Corporate Bodies. On Inter-Library loan 502 volumes were loaned out to and 16 volumes were borrowed from other libraries. Reference and bibliographical services were also extended to the Third Central Pay Commission. Fifteen bibliographies were compiled during the year. Two special bibliographies, one "Management by Objectives" and the other on "Performance Budgeting" were compiled for the use of research and faculty staff of the Institute.

The Half-yearly list of additions to the Library and Public Administration Abstracts and Index of Articles (Quarterly) continued to be prepared during the year. The Depository Collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development, continued to be used for reference purposes.

The Collection at the Library of the Centre for Training and Research in Municipal Administration continued to grow. During the year, 2,163 volumes were added. The number of volumes at the close of the year stood at 5,133. The Library subscribes to 12 journals.

OTHER ACTIVITIES

Participation in International Conferences

At the invitation of the Eastern Regional Organisation for Public Administration (EROPA), Prof. G. Mukharji, Director, IIPA, attended the Sixth General Assembly of EROPA, and Conference, held in Manila, May 8-14, 1971. The theme of the Conference was "The Administrative Implications of Rapid Population Growth in Asia".

Prof. Mukharji also acted as a Member of the Drafting Committee for the resolutions of the Conference and finally presented the report of the Conference to the General Body.

The IIPA was represented by Prof. G. Mukharji, Director, at the 1971 Congress of the International Union of Local Authorities (IULA) held in Toronto (Canada) from July 18-23, 1971.

The theme of the Congress was 'Local Government as a Promotion of Social and Economic Development'. Prof. Mukharji acted as Chairman of one of the three Groups. On his way back, he visited the Civil Services Staff College, and the Royal Institute of Public Administration in U.K.

At the invitation of the International Institute of Administrative Sciences (IIAS), Prof. G. Mukharji, Director, attended its XVth Congress held in Rome from September 6 to 11, 1971. The subjects of discussion were : (1) Governmental and Administrative Organisation in the field of Scientific Research (2) The Changes of Procedures, Methods, and Organisational Structure of the Administration to cope with the Effects of Technical Progress, and (3) The Participation of Users or Directly-interested Persons in Public Administration, including National Education Administration. These were dealt with from an interdisciplinary point of view, in order that their institutional and functional, legal, technical, practical, and other aspects could be surveyed and studied.

Prof. M. J. K. Thavaraj who was then on a tour of East European countries also attended the Congress.

Dr. J. N. Khosla, the former Director of the IIPA, acted as one of the General Rapporteurs for the Congress.

Shri M. Gopal Menon, Additional Secretary, Department of Administrative Reforms, also took part in the Congress. He was deputed for this purpose by the Government of India.

Short Duration Overseas Travel Study

Prof. M. J. K. Thavaraj attended the 8th International Summer Seminar on 'Planning and Resource Mobilisation' from June 28—July 16, 1971, which was organised by the Institute for the Economics of Developing Countries, University of Economics and Science, Berlin (GDR). As reported earlier he also attended the Congress of the International Institute of Administrative Sciences held in Rome. His other assignments, while abroad, included visits to the East European and Scandinavian countries to study, *inter alia*, their budgetary systems.

Dr. M. Bhattacharya, Reader at the Institute's Centre for Training and Research in Municipal Administration, and Shri N. S. Bakshi, Training Associate, were on study tours abroad for short period. Dr. Bhattacharya undertook 8 weeks' study tour (July 24, 1971 to September 5, 1971) to study development in municipal administration and, in particular, police administration of cities in France, West Germany, Holland, Sweden and U. K.

The duration of Shri Bakshi's tour abroad was for about six weeks from September 15, 1971 to October 28, 1971. He visited Thailand, Japan and the Philippines to collect material and to study techniques connected with training programmes related to the use of administrative machinery in a modern state for bringing about changes, in the socio-economic field, particularly material and experience available at the ECAFE Head-quarter, Bangkok.

Essay Competition

No specific subject was prescribed for the Essay Prize Competition for 1971. It was open to competitors to choose any specific aspect of Public Administration.

Twenty-seven essays were received and evaluated. The Committee of judges comprises : (1) Prof. M. V. Mathur, Director, Asian Institute of Educational Planning & Administration; (2) Shri B. Sivaraman, Vice-Chairman, National Commission on Agriculture; (3) Shri B. V. Venkatappiah, Chairman, Rural Electrification Corporation Ltd. The panel of Judges did not consider any essay deserving of the first prize and recommended the award of 3 second prizes of the value of Rs. 500 for 3 essays.

The names of recipients are given below :

<i>Name</i>	<i>Theme of the Essay</i>	<i>Amount</i>
1. Shri Jagmohan, Vice-Chairman, Delhi Development Authority, New Delhi.	"The Challenge of our Cities".	Rs. 500

<i>Name</i>	<i>Theme of the Essay</i>	<i>Amount</i>
2. Shri O. P. Motiwal, Research Officer (Law) Judicial Department, Government of Uttar Pradesh, Lucknow.	"Problems Relating to the Administration of Justice".	Rs. 500
3. Dr. K. V. Viswanathaiah, Reader in Political Science, Karnatak University, Dharwar.	"Public Personnel Administration : A Study of its Origin and Growth in Mysore State upto 1967".	Rs. 500

PERSONNEL MATTERS

The list of the Academic and Senior Administrative Staff Members of the Institute is given in Appendix VI.

Prof. Deva Raj took over as Professor-cum-Director of the IIPA Centre for Training and Research in Municipal Administration with effect from 24th November, 1971.

Dr. A. P. Barnabas, Reader in Sociology and Social Administration, resumed his duties on January 15, 1972. He served as FAO Consultant in Afghanistan for three years.

Shri G. K. Amar joined the Institute as senior Management Analyst with effect from February 1, 1972.

Shri M. Thyagarajan joined the Institute as Programme Consultant (Project Planning and Control) with effect from December 8, 1971.

Shri I. R. Khurana joined as Project Specialist in the CMA (UNICEF Project) with effect from December 1, 1971.

Shri M. K. Balachandaran joined as Lecturer in the CMA (UNICEF Project) with effect from July 5, 1971.

Shri R. K. Wishwakarma joined as Research Analyst in the CMA (UNICEF Project) with effect from September 3, 1971.

Mrs. M. Lakshmiswaramma joined as Training Associate with effect from July 11, 1971.

Shri N. C. Ganguli joined as Statistician with effect from August 2, 1971.

Dr. R. K. Tiwari joined as Training Associate with effect from December 1, 1971.

S/Shri P. J. Vernekar, N. S. Bakshi and K. B. Iyer, Research/ Training Associates on deputation with the Institute reverted to their parent offices (Government of India) with effect from November 8, 1971, February 1, 1972 and March 26, 1972, respectively.

Shri G. S. Bhatnagar, Research Analyst in CMA (UNICEF Project) left the Institute with effect from July 7, 1971.

The duration of doctoral fellowship abroad of Shri Ved Prakash, Lecturer, has been extended upto October, 1972.

S/Shri K. L. Handa and N. K. N. Iyengar, Lecturers, have been granted fellowships for doctoral study abroad. Both have already left for abroad. These fellowships are for a period of two years.

Shri V. M. Kulkarni, Project Specialist, CMA (UNICEF Project) continued to look after work of Assistant Editor of the Indian Journal of Public Administration.

Prof. V. Jagannadham, Professor of Sociology and Social Administration continued to be in-charge of the activities of the Office of Training.

Mr. Edmund D. Dwyer continued to act as Consultant to the Institute during the period under report. The Institute is grateful to him for the assistance and guidance he so readily gave.

Visiting Professor

Prof. Shanti Kothari continued as Visiting Professor at the Institute during the year 1971-72.

III REGIONAL AND LOCAL BRANCHES

During the year under report, 2 local branches were established at Ujjain and Ranchi, in July and November, 1971 respectively. The number of local branches at the close of the year thus rose from 10 to 12. The number of Regional Branches, however, stood at 12. Efforts are being made to establish Regional Branches in the states of Himachal Pradesh and West Bengal and local Branches at Allahabad, Aurangabad, Banaras, Goa, Indore, Jabalpur, etc.

A sum of Rs. 58,900 was paid to the Regional and Local Branches during the year for carrying out their activities. This included the one-fourth share of subscription of members of the Branches. From the year 1972 the branches would be paid share of membership subscription at the rate of one-half.

Names of office bearers of the Regional/Local Branches and statistical data about their membership are given in Appendix VIII.

Some detailed information on the activities pursued by some of the Regional and Local Branches during the year under report is given below :

Madras Regional Branch

The Madras Regional Branch organised a Seminar on May 2-3, 1971. The subject of discussion at the Seminar was "Role of Specialists in Public Administration". The seminar was inaugurated by Shri S. Ramachandran, Minister for Transport, Government of Tamil Nadu. The Presidential Address was delivered by Mr. Justice K. S. Venkataraman, Judge, Madras High Court.

The Madras Branch brought out a new publication entitled "Perspectives on Employee Assessment" containing the proceedings of a Seminar. The book was released on May 2, 1971, by Shri S. Ramachandran, Minister for Transport, Government of Tamil Nadu.

On June 26, 1971, the Madras Regional Branch, in collaboration with the Rotary Clubs of Madras Employers' Federation of Southern India, Madras Management Association, Madras Productivity Council and the Federation of Association of Small Industries in India (Southern), held a symposium on "Unemployment".

The Symposium was inaugurated by Shri K. K. Shah, Governor of Tamil Nadu, and the keynote address was delivered by Shri R.A. Gopalaswami, ICS (Retired), former Director of Institute of Applied Manpower Research.

A Seminar on "Reform of Parliament and State Legislatures" was held at Rajaji Hall, Madras, on July 10-11, 1971, under the auspices of the Madras Regional Branch. Shri K. K. Shah, Governor of Tamil Nadu, inaugurated the Seminar and the concluding session was addressed by Shri K. Subba Rao, former Chief Justice of India.

The Branch sent on December 11, 1971, a group of 20 members on a visit to the Ashok Leyland Factory, a private sector undertaking. This was the second visit to the factory, organised by the Branch, the first one was in February, 1971.

The Madras Regional Branch also organised a seminar on February 5 and 6, 1972. The subject of the Seminar was "Public Administration and Democratic Socialism" and was attended by government officials, representatives from the public and private sectors.

Shri K. K. Shah, Governor of Tamil Nadu, inaugurated the Seminar. He also released the report of the Seminar on "Role of Specialists in Public Administration" held under the auspices of the Branch in May 1971.

The Lt. Governor of Pondicherry, Shri B. D. Jatti, addressed the concluding session of the Seminar.

The Madras Regional Branch organised the following lectures :

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
20-8-1971	Shri K. V. Padmanabhan, Former Ambassador of India to Iran.	Two Decades in the Indian Foreign Service.
24-9-1971	Shri P. Ramakrishnan, ICS (Retd.), Former Judge of the Madras High Court and Vice-President of the Branch.	Public Servants and the Judicial Remedy.
23-2-1972	Dr. Robert Herman, Professor of Economics & Public Administration, Union College, New York.	A Talk

Maharashtra Regional Branch

The Maharashtra Regional Branch made special efforts to admit a large number of members during the year under report. One of the reasons for increase in membership is that the Government of Maharashtra was generous enough to sanction a subsidy of 50 per cent of the annual membership subscription to its employees drawing a basic pay of less than Rs. 1,500. As a result of this encouragement many officers in the middle management, administrative and executive positions of the State Government became members of the Institute.

The Regional Branch arranged the following talks during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
17-4-1971	Shri V. Shankar,	The Administrator, the Politician and the Public.
28-7-1971	Shri Dharma Vira, Governor of Mysore.	The Services in Modern Times
8-10-1971	Shri E. P. W. da Costa, Managing Director, Indian Institute of Public Opinion.	Poverty & the Public Administrator.
6-1-1972	Shri V. S. Page, Chairman, Maharashtra Legislative Council.	The Validity of Gandhian Principles in Administration.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
1-2-1972 & 8-2-1972	Mr. R. F. Gillett, First Secretary & Head of the Chancery, British Deputy High Commission at Bombay.	Recent Developments in the British Civil Service. (Two Lectures).
3-3-1972	Dr. F. A. Mehta, Director (Economics), Tata Industries Ltd.	Personnel & Impersonal Factors in Economic Administration.
17-3-1972	Dr. S. S. Ajoankar, Vice-President, Diabetic Association of India.	Diabetes—its Prevention, Control and Cure.

All these talks attracted large audiences, stimulating discussions followed the talks and this undoubtedly shows the amount of interest taken by the members of the Institute in matters relating to public administration and other cognate subjects.

The Regional Branch organised the following Conferences and Seminars.

1. Conference on Urban Problems

In collaboration with the National Institute for Training in Industrial Engineering, the Regional Branch organised a one-day Conference on the 17th August, 1971 on the subject of "Application of Systems Science to Urban Services and Utilities". Shri P. G. Kher, Minister for Urban Development, Government of Maharashtra, inaugurated the conference which was presided over by Dr. Hemachandra Gupta, Mayor of Bombay. Two Indian experts working on Urban Problems in the USA gave a lucid exposition of how the systems approach helped to solve these problems in the USA and what lessons could be derived from this for Indian experience. About 100 delegates including senior policy makers of Government, senior administrators of various city services and experts in urban affairs participated in the discussions. These discussions helped to focus attention on problems of metropolitan administration and threw a considerable amount of light not only on the situation as it existed but also on the methods by which the administration of urban organisations could be improved.

2. Seminar on Interchange of Personnel

A seminar on the "Interchange of Personnel between

Government, the Public Sector, the Private Sector and the Universities” was organised by the Regional Branch on 12th and 13th February, 1972. Such an interchange is of vital importance for promoting mutual knowledge and understanding among the different sectors of administration. The concept, however, far from being practised, has not even been explored in detail and the Seminar, therefore, provided an excellent opportunity for exchange of ideas between the various participants who belonged to different facets of administration such as Government, the Private Sector, the Public Sector and the Universities, to discuss the pros and cons of a system of interchange, to assess the possibilities of such interchange, as well as to suggest methods by which this could be done in an effective and meaningful manner. The seminar also served to highlight the defects inherent in such a principle of interchange and the possible methods of overcoming these difficulties. Thirteen useful papers by distinguished persons on different aspects of the problem were presented to the Seminar and a Working Paper was also contributed by Shri V. Subramanian. The participants evinced considerable interest in the Seminar, the discussion was lively and the level of debate was high. The Branch proposes to bring out shortly a publication incorporating the papers presented to the Seminar, the summary of the discussions, the conclusions reached, and the suggestions for future action.

A mention was made in the last Annual Report about the Quarterly Newsletter which the Maharashtra Regional Branch had started publishing with a view to improving the line of communication between the Branch and its members. The Branch has named this periodical “The Public Administrator”. This periodical has earned high appreciation from the members. Several distinguished persons have sent their appreciative comments to the Branch about this venture acclaiming it as an original, readable and worthwhile contribution to the subject of public administration.

Dialogue between Public & Private Sectors

A close coordination between Government, the Public & the Private Sectors of Industry, Institutes of Management

and the Universities is very desirable in the interest of good administration. With this end in view the Regional Branch has collaborated with the business and the academic world for evolving activities of mutual benefit such as training courses in modern management techniques and seminars on various aspects of administration in the private and the public sectors. A Sub-Committee of a few eminent persons from various related fields has been formed for the purpose and it is hoped that through the efforts of this Committee the Branch will be able to build a bridge between the public and the private administration for their mutual benefit.

Library

During the period from 1st April 1971 to 31st March 1972, 324 volumes were added to the library which has now nearly 2500 select books on politics, economics, public administration, management, etc.

Pondicherry Regional Branch

The Pondicherry Regional Branch arranged an informal get-together of the members of Branch on 28th July, 1971, when there was an exchange of opinion on 'Bangla Dosh', followings developments in that part of the country during the crucial period before the War of December 1971.

Following the visit of 'INS Krishna' to Pondicherry on 14th August, 1971, the Regional Branch played host to Commander Anderson, when the latter spoke on "The Role of Indian Navy".

Mr. K. Mitra, Regional Planning Adviser, ECAFE, Bangkok, was invited to speak on the subject "Towards Accelerated Development" under the auspices of the Regional Branch on 8th September, 1971.

Justice K. N. Mudaliar of the Madras High Court addressed the members of the Branch on 13th September, 1971. The subject of his talk was "The Role of Civil Services in a Socialistic State".

The Pondicherry Regional Branch sent a delegation of 3 persons to attend a Seminar on "Public Administration and Democratic Socialism" which the Madras Branch of the Institute held in Madras on 5th and 6th February, 1972. Shri B. D. Jatti, Lt. Governor of Pondicherry Branch, presided over the concluding session of the seminar.

Punjab, Haryana and Chandigarh Regional Branch
Seminar on Public Enterprises

A Seminar for the purpose of studying "Some Aspects of Public Sector Enterprises in Punjab and Haryana" was held at Chandigarh on April 24 under the aegis of the Branch. The core of the participants was made up of officials connected with the various state undertakings in Punjab and Haryana. Dr. L. M. Singhvi, Director, Indian Institute of Constitutional and Parliamentary Studies, inaugurated the Seminar. Shri Tejinder Khanna, Managing Director of the Punjab State Industrial Development Corporation, prepared the Working Paper.

The Seminar recommended : (1) Appointments to the top-management positions, such as those of Chairman and Directors, should be made with care and certain basic qualifications, e.g., sound business and industrial experience, and proven integrity, be kept in view; (2) The Managing Director should be selected, as far as possible, from a pool of officers having proper bent of mind. He should be ensured a sufficiently long tenure, say, five years, to do justice to his assignment. Arrangements should also be made for in-service trainings; (3) the State Government should provide effective and proper guidance to Public Sector Undertakings, particularly in matters like financial structure, staffing pattern, guidelines for collaboration, etc. If necessary, a wholtime officer of adequate status should look after such matters and coordinate the activities of various undertakings. This would include a free hand to the Managing Director, within a specified framework, to run the day-to-day administration.

Prof. B. S. Khanna, Head of the Department of Public Administration, Panjab University and Vice-Chairman of the Punjab, Haryana & Chandigarh Regional Branch, participated

in a Workshop organised by the EROPA on November 19-23, 1971 in Bangkok. The theme of the Workshop was "Curriculum for Development Administration—A Review of Public Administration—Graduate Programmes in Asia". Prof. Khanna also contributed a paper.

The Regional Branch arranged a talk by Shri B.R. Nanda, Director, Nehru Museum and Library, New Delhi, on September 11, 1971. The subject of his talk was 'Some Aspects of Nehru's Philosophy & Contemporary Thoughts'. Shri Nanda discussed at length the various facts of the changing political scene in India and the role of leadership.

In collaboration with the Department of Public Administration, Panjab University, the Regional Branch, organised a Refresher Course on Administrative Management, from March 2 to 13, 1972. The Course was inaugurated by Prof. G. Mukharji, Director, Indian Institute of Public Administration, New Delhi. The Keynote address was delivered by Dr. G. R. Dalvi, Executive Director, National Productivity Council. There were 27 participants belonging to the Governments of Punjab and Haryana, Public Sector Undertakings, Armed Forces, Institute of Post-Graduate Medical Education and Research and Panjab University. The faculty numbering about 29 was drawn from among experienced administrators, the Panjab University and the Indian Institute of Public Administration. The Course was directed by Prof. B. S. Khanna, Head of the Department of Public Administration, Panjab University, Chandigarh.

Ajmer Local Branch

Shri V. Viswanathan, Governor of Kerala, addressed the members of the Ajmer local Branch on October 3, 1972. The subject of his talk was "Powers of Governors". Shri R. N. Malhan, General Manager, Machine Tool Corporation of India, presided.

Poona Local Branch

A discussion of the topic "Abolition of Octroi", organised by the Poona local Branch, on July 10, 1971, brought together businessmen and government officials. It was presided over

by Dr. B. P. Apte, Vice-Chancellor of the Poona University and Chairman of the Branch. The speakers at the Symposium included; (1) Prof. V. M. Dandekar; (2) Dr. N. R. Inamdar; (3) Shri A. R. Bhat; (4) Dr. N. B. Sapre; (5) Shri B. S. Vaidya; (6) Shri V. R. Jawahire and others.

The following lecture-meetings were arranged by the Poona Local Branch during the year under report.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
24-9-1971	Shri S. P. Marathe, IPS (Retd.)	Maintenance of Law and Order.
25-9-1971	Shri D. A. Dabholkar	Collegiate Administration
27-9-1971	Shri C. N. Bhalerao, Advocate	Law and Order, Citizen's Point of View.
28-9-1971	Shri B. K. Chowgule	Administration during Calamities like Flood, Fire and Famine.

The Report on 'The Working of the Committee System in Poona Municipal Corporation' is being finalised by Dr. N. R. Inamdar.

Dr. P. C. Shejwalkar conducted a resurvey of the Poona Municipal Transport. The Poona Local Branch is making necessary arrangements for a publication based on the findings of the original survey conducted in 1960 and the resurvey.

Ujjain Local Branch

The Ujjain Local Branch was established in July 1971. The Local Branch undertook a research project on "Administration of 'Melas' in Ujjain District".

Dr. A. L. Basham, President of the International Congress of Orientalists and Head of the Department of Ancient Civilizations, Australian National University at Canberra, delivered a talk on "Public Administration in India and China".

Vallabh Vidyanagar Local Branch

The Vallabh Vidyanagar Local Branch organised a Seminar on the Report on Modernisation of University Acts in Gujarat

(Commission appointed under the Chairmanship of S. R. Dongerkery) on August 26, 1971.

The following lectures were also organised by the Branch.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
1-1-1972	Shri H. M. Patel, I.C.S. (Retd.) M.P.	"Indo-Pakistan War".
10-3-1972	Shri P. G. Mavalankar, Director, Herold Laski Institute of Political Science, Ahmedabad.	"College Autonomy".

The Local Branch has undertaken a project to organise a series of lectures on problems of University Administration. In this series so far seven lectures have already been delivered. It is proposed to have one more lecture in this series in the month of June. Thereafter, these lectures will be published in the form of a book.

During the next year, the Branch proposes to organise a series of lectures on the "Administrative Implications of Gujarat's Perspective Plan for Education".

IV. FINANCES AND ACCOUNTS

The Institute received from the Government of India during the year under report a grant of Rs. 10,00,000 (Rs. 10,50,000 less Rs. 50,000 representing 5 per cent cut on account of Bangla Desh) for meeting the recurring expenditure. Out of this the Government of India deducted Rs. 50,000 at source towards recovery of second instalment of the grant of Rs. 2,00,000 earlier paid to the Institute by the Ministry of Finance to cover expenditure on the publication 'Framing of India's Constitution'. An amount of Rs. 50,000 was transferred to the recurring grant from the Sale proceeds of the publication "Framing of India's Constitution." Grants-in-aid of Rs. 2,35,460 and Rs. 1,63,000 for the Centre for Training & Research in Municipal Administration and for the Executive Development Programme were received from the Department of Health of the Union Ministry of Health and Family Planning and Department of Personnel of the Cabinet Secretariat, respectively. These grants were exclusive of the unspent balance of the grants amounting to Rs. 22,416.99 and Rs. 18,400, respectively, brought forward from the previous year for utilisation during the year under report. UNICEF gave a grant of Rs. 1,41,555.92 for the Research Project on "Integrated Services for Children and Youth in Urban Areas". Sums of Rs. 14,700, Rs. 24,500 and Rs. 10,000 against sanctioned grants of Rs. 29,000, Rs. 36,175 and Rs. 45,000 for the studies on "Policing of Cities in India", "Prospective Areas of Expansion for Public Sector" and "Pay Research Cell" respectively, were also received during the year. The balances of Rs. 4,300 and Rs. 3,675 from the Ministry of Home Affairs and the Planning Commission (R. P. C.), respectively are expected during the current financial year, viz.; 1972-73. Grant-in-aid of Rs. 50,000 and Rs. 40,000 for three seminars on Family Planning Policy and Administration and Course for officers of Pilot Research Project in growth centres were further received from the Department of Family

Planning of the Union Ministry of Health & Family Planning and the Department of Community Development of the Union Ministry of Agriculture respectively.

The payments from out of the recurring grant received by the Institute from the Government of India and the internal resources of the Institute (Rs. 14,80,413) were broadly on the following items.

	Rs.
Establishment	7,09,265
Fellowships, Prizes for Essay Competition, Seminars, Conferences & Foreign Affiliation.	23,599
Library (Books, Periodicals & Equipment)	64,964
Publications	93,582
Promotion of Activities of Branches.	58,900
Maintenance of Building, Hostel Garden, Rents, Rates & Taxes and Electricity and water charges.	3,59,882
Office Expenses, Services & Supplies Contingencies and Miscellaneous and Office Equipment.	1,70,047

Expenditure against the other major grants mentioned above was as under. :

(Balance Sheet)

Centre for Training & Research in Municipal Administration.	2,19,636
Executive Development Programme	1,66,191
UNICEF Research Project on Integrated Services for Children and Youth in Urban Areas.	1,76,812
Research Project on Policing of Cities in India.	10,107
Research Project on Prospective Areas of Expansion for Public Sector.	29,141
Pay Research Cell	14,834
Seminars on Family Planning Policy and Ad- ministration.	26,914
Course for Officers of Pilot Research Project in Growth Centres (Consultancy)	18,964

Expenditure on Special Courses on Performance Budgeting (Financial Management)	8,629
Course on Materials Management through Systems (Consultancy).	12,018
Research Project on Coca Cola Export Corporation (Consultancy Assignment).	27,249

The unspent balance of Rs. 4,182 and Rs. 8,251 against Serial No. 10 and 11 has been credited to the Consultancy Fund whereas the unspent balance of Rs. 21,036 against Serial No. 8 will be refunded to the Government.

The unspent balance of other grants for the year under report will be carried forward to the current year (1972-73).

Ford Foundation Grants

The position as on March 31, 1971 of the various Ford Foundation grants was as under:

Ford Foundation Grant II

A credit balance of Rs. 3,422.14 was carried forward from the previous year. Out of this a sum of Rs. 82.65 was spent during the year under report and the balance has been carried forward.

Ford Foundation Grant III

A credit balance of Rs. 51,056.23 was brought forward from the previous year in respect of Ford Foundation Grant III for A. R. C. Work. A sum of Rs. 3,468.24 being the loss in exchange on the amount of interest received from the First National City Bank of New York and credited to this grant was adjusted against the balance of Rs. 51,056.23 leaving thereby a balance of Rs. 47,587.99. Against this expenditure amounting to Rs. 43,488.86 was incurred and the balance has been carried forward.

Ford Foundation Grant IV (No. 68-708.)

A credit balance of Rs. 3,57,394.65 was brought forward

from the previous year in respect of Ford Foundation Grant IV for training, research and consultancy activities. A further sum of Rs. 1,45,822.21 was received in 2 instalments during the year under report under the provisions of this grant. In addition to this a sum of Rs. 15,125.51 being the interest given by the First National City Bank of New York was accounted for during the year 1971-72.

Expenditure incurred during the year out of the above grant amounted to Rs. 3,60,328.26. The balance has been carried forward.

Ford Foundation Grant V (No. 690-0598).

A credit balance of Rs. 1,29,957.29 was carried forward from the previous year in respect of Ford Foundation Grant V for training and research in Financial Management. A further sum of Rs. 2,82,734.76 was received in 4 instalments during the year under report under the provisions of this grant.

Expenditure incurred during the year out of the above receipts under the grant amounted to Rs. 2,70,701.62 and the balance has been carried forward.

Total Payments

Total payments on account of all the activities of the Institute during the year under report including payments on programmes and projects undertaken with the assistance of grants received from the Ford Foundation and the Government of India was Rs. 30,61,730.91 excluding closing cash and bank balances *vide* the receipt and payment account, the balance sheet and the income and expenditure account given in Appendices IX, X, and XI respectively.

M/s. Thakur Vaidyanath Aiyar & Co. continued to work as Honorary Auditors for the Institute.

Budget Estimates 1972-73.

Budget Estimates for the financial year 1972-73 are given in Appendix XII.

V. CONCLUSION

The year under report has been one of significant achievement in some directions. In the area of executive development the Institute arranged several professional programmes on modern aids to management, introduction of computers, performance budgeting, personnel administration, project formulation, materials planning, social policy and administration, records management and other similar subjects. A number of participants from the Central and the State Governments and public sector undertakings attended these programmes. The programmes served to introduce the participants of the Governments and public sector undertakings to management techniques which are so vital in the field of public administration. Considering the large number of participants and the use which the participants will put these courses to in their future work, it can be said that this programme has been an unqualified success. The Institute feels that this programme will gather greater momentum in the years to come.

Another direction in which we have been able to make good progress is in regard to the holding of training programmes by way of joint courses in collaboration with State Governments and the Universities. These programmes were conducted at the State Government capitals and at other places outside the headquarters of the Institute. Apart from the inherent utility of these courses they also help to focus attention on the activities of the Institute as well as to project a proper image of the Institute. We are hoping to associate actively the local and the regional branches in the organisation of such courses in future.

Another direction in which considerable work was done was in the preparation of several research studies on the Personnel Systems and Salary Structures of 12 countries. The Third Central Pay Commission had entrusted the Institute with the

responsibility of preparing these research studies. We have no doubt that the studies would be found useful by the Central Pay Commission in the preparation of their report.

Good progress has also been achieved in the research studies under the UNICEF projects on "Integrated Services for Children and Youth in the Urban Areas" which was entrusted to the Centre for Municipal Administration of the Institute and in the sphere of consultancy services particularly for certain Public Sector Undertakings. There is considerable scope for the expansion of consultancy service programmes. This will result in enabling the Institute to function as a link between public administration and management and also enable it to render effective and good advice in the field of management consultancy.

Reference has been made to the appointment of a sub-committee for going into the question of the improvement of the organisation of the Institute with a view to enabling it to achieve the objectives for which it was established as also to make the Institute a viable unit from the financial and the organisational point of view. The recommendations of this Sub-Committee were considered by the Executive Council. One of the major recommendations related to the establishment of a Professional Course on Public Administration particularly for middle and senior level executives in Government. The proposals of the Committee are under discussion with some senior members of the Government and it is expected that this professional course will be introduced some time next year.

The financial position of the Institute continues to cause anxiety particularly because of the increase in costs and the increase in expenditure on administrative services. As a result of this financial difficulty it has not been possible to fill some of the senior faculty positions. Research work was also hampered as a consequence. The Institute is bending its energies in the task of increasing its finances. We have no doubt that very soon we shall be able to achieve success in this matter.

We are grateful to the Central Government and its various

ministries for the continued support which has been given to the Institute. In particular, the Institute is thankful to the Ministry of Finance for giving it the bulk of the financial resources and also to the Ministry of Health for the grants required for the continuance and sustenance of the municipal centre.

The training division of the Department of Personnel has placed the Institute under a great obligation not only for the keen interest taken by the Division in the organisation of the Executive Development Programmes which is an entirely new venture of this Institute, but also for the substantial financial support given by the Division for the successful implementation of these programmes. The Institute is also grateful to the Ford Foundation for its grant for the development of the consultancy and the financial management programmes. Mention must be made of the generous support extended to the Institute by all its members and by various bodies interested in the cause of public administration. In particular, the local and regional branches in spite of their own difficulties have continued to make good progress, and project a proper image of the parent Institute. When the various proposals for the reorganization of the Institute take a final shape and new programmes are implemented, we have no doubt that there will be a distinct recognition of the vital role that the Indian Institute of Public Administration has to fulfil in the field of public administration. The Institute will continuously strive to attain this objective.

APPENDIX I

EXECUTIVE COUNCIL AND ITS COMMITTEES

(As on the 31st July, 1972)

PATRON

Shri V. V. Giri
President of India

EXECUTIVE COUNCIL

President

Smt. Indira Gandhi
Prime Minister of India

Chairman

Shri Asoka Mehta

Formerly Minister of Petroleum
& Chemicals and Social Welfare,
Government of India.

Vice-Presidents

Dr. C. D. Deshmukh

Formerly Vice-Chancellor, Uni-
versity of Delhi.

Shri C. Subramaniam

Minister for Industrial Develop-
ment, Government of India.

Dr. K. L. Shrimali

Vice-Chancellor, Banaras Hindu
University, Varanasi.

Shri Ram Niwas Mirdha

Minister in the Ministry of
Home Affairs, New Delhi.

Shri V. P. Naik

Chief Minister of Maharashtra.

Smt. Sushila Rohtagi

Deputy Minister of Finance,
Government of India.

Honorary Treasurer

Shri D. L. Mazumdar

Formerly Director, India International Centre, New Delhi.

Elected Members

Shri P. P. Agarwal

Adviser (P.A.)
Planning Commission, Government of India, New Delhi.

Shri N. H. Atthreya

Governing Director, Modern Management Counsel, Management Consultants, Bombay.

Shri Bipin Chandra

Senior Deputy Accountant General (Hq.), Accountant General, Maharashtra, Bombay.

Shri M. K. Chaturvedi

Adviser to the Vice-Chancellor, Banaras Hindu University, Varanasi.

Shri T. N. Chaturvedi

Chief Secretary, Delhi Administration.

Shri P. R. Dubhashi

Secretary, Development, Housing, Panchayati Raj & Co-operation Department, Government of Mysore, Bangalore.

Shri Gopeshwar Nath

Formerly Joint Secretary, Ministry of Labour, Employment & Rehabilitation, Government of India, New Delhi.

Prof. Shanti Kothari	M.L.A. (Rajasthan) & Visiting Professor, IIPA.
Prof. M. V. Mathur	Director, Asian Institute of Educational Planning & Administration, New Delhi.
Shri H. M. Patel	Member of Parliament and Chairman, Charutar Vidya-mandal, Vallabh Vidyanagar.
Shri C. A. Ramakrishnan	Formerly Chief Secretary, Government of Tamil Nadu, Madras.
Shri M. V. S. Prasada Rau	Deputy Commissioner of Excise (Distilleries), and <i>Ex-Officio</i> Additional Joint Secretary, Board of Revenue (Excise), Andhra Pradesh, Hyderabad.
Dr. B. D. Sharma	Director, Tribal Development, Department of Social Welfare, Government of India, New Delhi.
Shri V. Subramanian	Secretary to Government of Maharashtra, Revenue & Forests Department, Bombay.
Shri C. M. Trivedi	Formerly Member, Planning Commission.
Dr. Ram K. Vepa	Director, Department of Electronics, Cabinet Secretariat, Government of India, New Delhi.

Co-opted Members

Shri B. Venkatappiah	Chairman, Rural Electrification Corporation Ltd., New Delhi.
----------------------	--

Dr. S. M. Hassan	Dean, Faculty of Law, Aligarh University, Aligarh (U.P.).
Shri P. L. Tandon	Custodian, Punjab National Bank, Parliament Street, New Delhi.
Shri B. C. Mathur	Formerly Director of Training & Joint Secretary, Department of Personnel, Cabinet Secretariat, Government of India, New Delhi.

Ex-Officio Member & Secretary

Prof. G. Mukharji	Director, Indian Institute of Public Administration, New Delhi. (on leave).
Shri Gopeshwar Nath	Director, Indian Institute of Public Administration, New Delhi.

Ex-Officio Members of the Executive Council
(Chairman of the Regional Branches)

Shri K. N. Anantaraman	Vigilance Commissioner, Government of Andhra Pradesh, Hyderabad.
Shri Utsavbhai Parikh	Chairman, Gujarat Mineral Development Corporation Ltd. Ahmedabad.
Shri K. P. K. Menon	Chief Secretary, Government of Kerala, Trivandrum.
Shri R. P. Naik	Chief Secretary, Government of Madhya Pradesh, Bhopal.

Shri C.A. Ramakrishnan	Formerly Chief Secretary, Government of Tamil Nadu, Madras.
Shri B. B. Paymaster	Formerly Chief Secretary, Government of Maharashtra, Bombay.
Shri R. J. Rebello	Chief Secretary, Government of Mysore, Bangalore.
Smt. Nandini Satpathi	Chief Minister of Orissa, Bhubaneswar.
Smt. J. Anjani Dayanand	Chief Secretary, Government of Pondicherry, Pondicherry.
Mr. Justice D. K. Mahajan	Chandigarh.
Shri B. Mehta	Formerly Chairman, Industrial and Mineral Development Cor- poration, Jaipur.
Shri M. Lal	Chief Secretary, Government of Uttar Pradesh, Lucknow.

STANDING COMMITTEE

Shri Asoka Mehta	Shri H. N. Patel
Shri M. K. Chaturvedi	Shri M. V. S. Prasada Rau
Prof. Shanti Kothari	Shri C. A. Ramakrishnan
Shri B. C. Mathur	Shri V. Subramanian
Prof. M. V. Mathur	Dr. Ram K. Vepa
Shri D. L. Mazumdar	

Director IIPA

LIBRARY COMMITTEE

Members of the Executive Council Nominated by it

Shri N. H. Atthreya	Governing Director, Modern Management Counsel, Management Consultants, Bombay.
Dr. B. D. Sharma	Director, Tribal Development Department of Social Welfare, Government of India, New Delhi.

Ex-Officio Members

Director, IIPA
Librarian and Reference Officer, IIPA

MEMBERS OF THE FACULTY NOMINATED BY THE CHAIRMAN OF THE EXECUTIVE COUNCIL

Prof. V. Jagannadham	Professor of Social Policy and Administration, IIPA.
Prof. M. J. K. Thavaraj	Professor in Financial Administration, IIPA.

BUILDING ADVISORY COMMITTEE

Chairman

Shri D. L. Mazumdar	Formerly Director, India International Centre, New Delhi.
---------------------	---

Members

Engineer-in-Chief, C.P.W.D.,
Government of India.

Chief Architect, C.P.W.D.

Financial Adviser, C.P.W.D.

Shri K. N. Butani*

Director, Institute of Applied
Manpower Research, New
Delhi.
Director, IIPA.

FINANCE SUB-COMMITTEE

Shri H. M. Patel (*Chairman*)

Shri D. L. Mazumdar

Shri Bipin Chandra

Director, IIPA

SCREENING COMMITTEE FOR ADMISSION OF NEW MEMBERS

Shri D. L. Mazumdar

Shri T. N. Chaturvedi

Shri M. V. S. Prasada Rau

*Only for business relating to the building for the Institute of Applied
Manpower Research.

APPENDIX II

TRAINING AND RESEARCH COMMITTEE

(As on the 31st July, 1972)

Chairman

Director of the Institute

Outside Expert Members

1. Shri D. L. Mazumdar, Formerly Director, India International Centre.
2. Prof. M. V. Mathur, Director, Asian Institute of Educational Planning & Administration.
3. Shri T. N. Chaturvedi, Chief Secretary, Delhi Administration.
4. Shri B. C. Mathur, Formerly Director of Training & Joint Secretary, Department of Personnel, Cabinet Secretariat, Government of India.
5. Shri G. R. Dalvi, Executive Director, National Productivity Council, New Delhi.

Faculty Representatives

1. Prof. V. Jagannadham
2. Prof. M. J. K. Thavaraj
3. Prof. R. C. Goyal
4. Prof. Deva Raj

APPENDIX III

COMMITTEE ON CASE STUDIES

(As on the 31st July, 1972)

1. Shri T. Swaminathan, *(Chairman)*
Cabinet Secretary,
Cabinet Secretariat,
Government of India, New Delhi.
2. Prof. M. V. Mathur,
Director,
Asian Institute of Educational
Planning & Administration,
New Delhi.
3. Shri Govind Narain,
Secretary,
Ministry of Home Affairs,
Government of India,
New Delhi.
4. Shri T. P. Singh,
Secretary,
Ministry of Education,
Government of India, New Delhi.
5. Dr. B. D. Sharma,
Director, Tribal Development,
Department of Social Welfare,
Government of India,
New Delhi.
6. Dr. A. Avasthi,
Head and Professor,
Public Administration,
Saugar University,
Sagar.

7. Shri M. V. S. Prasada Rau,
Deputy Commissioner of Excise (Distilleries)
and *Ex-Officio*, Additional Joint Secretary
Board of Revenue (Excise),
Andhra Pradesh, Hyderabad.
8. Shri Bipin Chandra,
Senior Deputy Accountant General (Hq.),
Accountant General, Maharashtra,
Bombay.
9. Shri P. R. Dubhashi,
Secretary,
Development, Housing, Panchayati
Raj & Cooperation Department,
Government of Mysore,
Bangalore.
10. Shri T. N. Chaturvedi,
Chief Secretary,
Delhi Administration, Delhi.
11. Dr. Ram K. Vepa, (*Honorary Director,*
Director, *Case Studies*).
Department of Electronics,
Cabinet Secretariat,
New Delhi.
12. Shri K. Venkataraman, (*Member-Secretary*)
IIPA,
New Delhi.
13. Director,
IIPA,
New Delhi.

APPENDIX IV

CONSULTANCY SUB-COMMITTEE

(As on the 31st July, 1972)

1. Shri D. L. Mazumdar,
Formerly Director,
India International Centre.
2. Shri P. P. Agarwal,
Adviser (P.A.),
Planning Commission,
Government of India,
New Delhi.
3. Shri N. H. Atthreya,
Governing Director,
Modern Management Counsel,
Management Consultants,
Bombay.
4. Prof. Shanti Kothari,
M.L.A. (Rajasthan),
& Visiting Professor,
IIPA,
New Delhi.
5. Shri P. L. Tandon,
Custodian,
Punjab National Bank,
Parliament Street,
New Delhi.
6. Director,
IIPA.

APPENDIX V

EDITORIAL BOARD OF THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION

(As on the 31st July, 1972)

Editor

Shri T. N. Chaturvedi Chief Secretary, Delhi Administration.

Editorial Board

Dr. S. P. Aiyar Reader, Department of Civics & Politics, University of Bombay.

Shri P. R. Dubhashi Secretary, Development, Housing, Panchayati Raj & Cooperation Department, Government of Mysore, Bangalore.

Prof. Shanti Kothari M.L.A. (Rajasthan), & Visiting Professor, IIPA, New Delhi.

Prof. M. V. Mathur Director, Asian Institute of Educational Planning & Administration, New Delhi.

Dr. A. R. Tyagi Professor of Public Administration, National Academy of Administration, Mussoorie.

Dr. Ram K. Vepa Director, Department of Electronics, Cabinet Secretariat, Government of India, New Delhi.

Assistant Editor

Shri V. M. Kulkarni

APPENDIX VI

ACADEMIC AND THE SENIOR ADMINISTRATIVE STAFF MEMBERS

(As on the 31st July, 1972)

Prof. G. Mukharji	Director (on leave)
-------------------	---------------------

Shri Gopeshwar Nath	Director
---------------------	----------

Professors

Professor of Social Policy and Administration.	Prof. V. Jagannadham
--	----------------------

Professor of Financial Administration.	Prof. M. J. K. Thavaraj
--	-------------------------

Consultants

Consultant	Prof. R. C. Goyal
------------	-------------------

Programme Consultant (Project Planning and Control)	Shri M. Thyagarajan
---	---------------------

Programme Consultant (Performance Budgeting)	Shri S. S. Viswanathan
--	------------------------

Readers

Reader in Industrial Administration	Dr. S. K. Goyal
-------------------------------------	-----------------

Reader in Economics	Dr. B. N. Gupta
---------------------	-----------------

Reader in Public Administration	Dr. S. R. Maheshwari
---------------------------------	----------------------

Reader in Personnel
Administration

Dr. S. P. Verma

Management Analysts

Shri G. K. Amar

Shri J. C. Kapur

Dr. V. Gupta

Shri S. K. Sachdeva

Technical Associate

Shri A. V. Chaturvedi

Incharge (Case Study work)

Shri K. Venkataraman

Lecturers

Shri K. L. Handa (on doctoral fellowship
abroad)

Shri N. K. N. Iyengar („ „)

Dr. R. B. Puri

Shri Ved Prakash (on doctoral fellowship
abroad)

Training/Research Associates

Shri D. N. Gadhok

Dr. R. K. Tiwari

Shri B. R. Sharma

Mrs. M. Lakshmiswaramma

Shri C. N. Sudarsanan

Statistician

Shri N. C. Ganguli

Research Assistant

Shri K. Sadasivan Nair

MUNICIPAL ADMINISTRATION (INCLUDING UNICEF PROJECT)

Professor-cum-Director,
Centre for Training and
Research in Municipal
Administration

Prof. Deva Raj

Deputy Project Directors Dr. A. P. Barnabas

Shri V. M. Kulkarni

Readers

Dr. M. Bhattacharya

Shri A. Datta

Lecturers

Shri K. Balachandran

Shri D. D. Malhotra

Research Analysts

Shri P. L. Takroo

Shri P. K. Wishwakarma

Statisticians

Shri P. V. Rao

Shri K. S. R. N. Sarma

Junior Research Analyst

Miss Shanta Kohli

Research Assistants

Shri S. D. Dwivedi
(on extra-ordinary leave)

Shri M. K. Narain

Shri B. M. Verma

SENIOR ADMINISTRATIVE STAFF

Deputy Director

Vacant

Registrar

Shri R. G. Mulgund

Secretary to Director and
Assistant Editor

Vacant

Librarian and Reference
Officer

Vacant

Deputy Librarian	Shri R. N. Sharma
Superintendent (Office of Training)	Shri V. Ramakrishna
Superintendent (Admn.)	Shri S. K. Kohli
Superintendent (Accounts)	Shri A. S. Nagar
Superintendent (Publications)	Shri Om Anand

APPENDIX VII

ACADEMIC CONTRIBUTION MADE BY THE FACULTY AND THE OTHER RESEARCHERS OF THE INSTITUTE

This statement shows individual research and academic work undertaken by the members of the Faculty.

Shri A. V. Seshanna

(Up to 14th June 1971)

Completed monographs on Civil Service and Salary Systems in West Germany, Nigeria, and Canada.

Dr. S. P. Verma

Completed and submitted to the Third Central Pay Commission monographs on Civil Service and Salary System in—Australia, Philippines, Malaysia, Kenya and Thailand.

Published an articles on “Organizing for Tourism—A new Approach” (discussion on restructuring the Department of Tourism)—in Planned Selling, May, 1971.

Lectures Delivered

“Staff Development” at the Central Health Education Bureau, New Delhi—22nd September, 1971.

“Position Classification and Job Evaluation” at the Administrative Staff College of India, Hyderabad—12th October, 1971.

Dr. R. B. Puri

Prepared the following papers and articles :

- (1) Politics, Development and Bureaucracy in India.
- (2) From Red Tape to Commitment.
- (3) Administrative Leadership at the Level of Ministers and Secretaries in U.P.

Has in hand study on the Organisation of Civil Service in U.P.

Is working on a Study on the Impact of Coalition Governments on the Working of the Civil Service.

CITIZEN ADMINISTRATION UNIT

Prof. V. Jagannadham

Lectures Delivered

"Social Welfare Administration : Cadre Formation",
Tata Institute of Social Sciences, Bombay.

"Social Welfare Administration & Social Change", Tata
Institute of Social Sciences, Bombay.

Prepared the following two papers and Articles

"Administration and the Citizen", *IJP* 4, Oct.-Dec. '71.

"Juvenile Delinquency & Its Prevention", *The Journal of
Correctional Work*. Jail Training School, Lucknow.

CONSULTANCY UNIT

Prof. R. C. Goyal

Training Programmes—Lectures Delivered

- (1) Delivered a lecture at the Institute of Defence Management, Hyderabad, May 1971.
- (2) Delivered two lectures at the National Academy of Administration, Mussoorie, in "General Refresher Course

for the Senior IAS Officers" of 6-10 years standing, June, 1971.

- (3) Delivered 2 lectures at the Administrative Staff College of India, Hyderabad, on Industrial Relations, November 1971.
- (4) Delivered a talk in a Training Programme for Managers of the Food Corporation of India, at Delhi, January, 1972.
- (5) Delivered a Talk on "Employer-Employee Relations" in Fourth Course in Social Policy & Administration, at New Delhi, February 1972.
- (6) Led a Case-Discussion in the Programme on "Developing Personnel Relations Skills" at Imperial Hotel organised by Indian Institute of Personnel Management at New Delhi, Feb. 1972.

Dr. Virendra Gupta

(a) Advertising Research Survey—1971

This dealt with making an assessment of the effectiveness of advertising for consumer goods through various media such as, newspapers, magazines cinema, radio and boardings. With the help of an elaborate questionnaire the data was collected from 20 cities all over the country as also from 4 towns of a particular state. A computer Software package was developed for IBM 7044 to process this data. The outputs were designed in such a manner that they helped in making an objective assessment, to see the advertising effectiveness through 'recall'.

(b) Assessment of training needs for senior officers of Hindustan Zinc Limited (a Government of India Undertaking)

Management Information System

Currently in hand is a project on the design of a management information system for Bharat Aluminium Co. Ltd. (A Government of India Undertaking). The report is likely to be submitted by May 1972. This is a venture, jointly handled with Shri J. C. Kapur.

Lectures Delivered

On various aspects of Electronic Digital Computer, a number of lectures were delivered as detailed below :

September 9th, 1971, Defence Institute of Work Study,
Landour Cantt., Mussoorie.

September 22nd, 1971, Government Polytechnic, Aurangabad,
Maharashtra.

October 4th, 1971, College of Arts, Science and Commerce,
Jalna, Maharashtra.

October 8th, 1971 Addressed the members of Rotary Club,
Jalgaon.

J. C. Kapur

- (1) Completed the O & M Study for the Central Warehousing Corporation, New Delhi (jointly with Mr. B. C. Bhasin).
- (2) Completed the assignment on "Assessment of Management Training Needs" for Hindustan Zinc Ltd., (Assisted by Dr. V. Gupta).
- (3) Currently working on an assignment on the "Design of a Management Information System" for Bharat Aluminium Co. Ltd., New Delhi (Jointly with Dr. V. Gupta). Hope to submit the report by the end of May, 1972.

FINANCIAL MANAGEMENT UNIT

Prof. M. J. K. Thavaraj

Attended

- (i) VIII International Summer Seminar on Planning and Resources Mobilisation organised by the Institute for the Economics of Developing Countries, University of Economics & Science, Berlin, G.D.R.—June 28—July 16, 1971.

- (ii) XV Congress of the International Institute of Administrative Services, Brussels held at Rome—September 6-11, 1971.
- (iii) 27th Congress of the International Institute of Public Finance dealing with 'New Methods of Making Budgetary Choices' held at Nuremberg (West Germany)—September 14-17, 1971.

Contributed a paper on 'Constraints in Resource Mobilisation in a Mixed Economy with Special Reference to India.'

Contributed a paper on 'Regional Imbalances—Problems and Policies' organised by the IIPA—March 3-4, 1972.

S. S. Viswanathan

- (1) Completed the study "Application of Performance Budgeting in the Central Public Works Department", taking into account the views expressed at the Seminar organised in May 1971. The work has been printed and published in 1972.
- (2) Completed a study "Performance Budgeting in Government" (An Illustrative Guide).
- (3) Provided consultancy service to the Governments of Punjab and U.P. in the preparation of performance budgets for some of their departments.
- (4) Rendered Assistance to the Institute of Secretariat Training and Management in organising their three courses on Performance Budgeting.
- (5) Delivered talks relating to Performance Budgeting in courses organised by :
 - (i) The H. C. Mathur State Institute of Public Administration, Jaipur;
 - (ii) I.A.A.S. Staff College, Simla.
 - (iii) Refresher Courses for Under-Secretaries organised by the Institute of Secretariat Training and Management;

(iv) The National Academy of Administration, Mussoorie.

Besides, a few talks were delivered at Port Blair, Andaman & Nicobar Islands, in the course on Performance Budgeting conducted by the Institute of Secretariat Training and Management.

(6) Directed a Special Course on 'Performance Budgeting' for U.P. Government officers at Lucknow.

(7) Contributed article on 'Performance Budgeting in Local Bodies' in the October-Dec. 1971, Special issue of Nagarlok.

Dr. B. N. Gupta

Articles

Tax Administration in a Developing Economy—Economic Times—19th September, 1971.

Administration by Quantification—Economic Times— 5th December, 1971.

Studies Completed

State Financial Corporation—An Analysing Study.

Financial Management in Select Public Undertakings.

Delivered Talks

In the courses on performance budgeting organised by :

Office of Secretariat Training & Management.

Shri A. V. Chaturvedi

Articles and Books Published

Application of Performance Budgeting in the Central Public Works Departments.

Shri K. B. Iyer

Publications

Articles

- (i) "Secretariat and the Executive Agency Relationship: The case of the Directorate General of Employment and Training". Published in the *Journal of the National Academy of Administration*, Vol. XVI, No. 1, Jan.-March, 1971, (issue brought out in Aug. '71).
- (ii) "The Tenure System in the Central Secretariat", Published in *Office Management*, May-June, 1971.

In Print

"Readings on Performance Budgeting—cdn. jointly with Prof. M. J. K. Thavaraj.

Shri C. N. Sudarsanan

Articles Published

- (i) Utility of Performance Budgeting, *Economic Times*, 1971 (October).
- (ii) Inventory Management in Public Undertakings, *Office Management*, May-June, 1971.
- (iii) Working Capital Management, *Office Management* July-August, 1971.

Completed the study of "Working Capital Management in 22 Select Public Enterprises", This is under print.

MUNICIPAL ADMINISTRATION UNIT

Shri Deva Raj

1. Paper for

- (a) Nagarlok
- (b) Seminars on Municipal Personnel Administration
Family Planning Seminar
Seminars on Regional Imbalances—Policy
Planning for Local Authorities.

- (c) Experts Meeting on Family and Child Health Centre and Vocational needs of non-student youth in urban areas.
- 2. Talks on Problems of Urban Slums to the participants of NSS Courses at the Delhi School of Social Work, and on urban development, rural-urban relationship and municipal reform in the Department of Public Administration, University of Lucknow.
- 3. Monographs on :
 - (a) Association of Urban Local Authorities.
 - (b) Proposals for Model Legislation for Administration and Financial Powers and Structure of Municipal Corporations.
- 4. Direction, supervision and preparation of Project Reports on Integrated Services for Children and Youth for selected cities in India.
- 5. Continued as Additional Secretary of the Commission of Enquiry into the finances of Delhi Municipal Corporation and New Delhi Municipal Committee (which finalised its work on April 3, 1971). Member of the Panel of Experts for the selection of Capital site of Nagaland. The Report was finalised in March, 1972.

Member of the Committee for the Amendment of U.P. Nagar Mahapalika Adhiniyam, 1959.

Shri A. Datta

Published Papers

- 1. "Valuation of Property Taxes", in *Nagarlok*, July-September, 1971 issue.
- 2. "State Grants and Shared Taxes" in *Nagarlok*, October-December, 1971 issue.

Other Papers

1. Consultancy Report on Valuation of Property Taxes in Assam, submitted to the Government of Assam, May, 1971.
2. "Training in relation to Municipal Staffing Patterns" submitted to IIPA Municipal Centre's Seminar on Municipal Personnel System, June 7 & 8, 1971.
3. "A Note on State Grants and Shared Taxes to the Municipalities in Gujarat" (August 1971) and "Reflections on State-Local Grants and Shared Taxes" (September 1971), prepared for the Gujarat Government Grants-in-aid Code Committee for Municipalities and Municipal Corporations.

Delivered

A Talk on "Municipal Capital Budgeting" at the School of Planning and Architecture, New Delhi, November 25, 1971.

Dr. M. Bhattacharya

Papers

1. Personnel Systems and Municipal Management Structure, *Nagarlok*, April-June, 1971.
2. "Delimitation of Municipal Tax Jurisdiction", *Nagarlok*, October-December, 1971.
3. "Dilemmas of Municipal Reforms" submitted at the Lucknow University Seminar on 'Reforms in Municipal Government', December 3-4, 1971.
4. 'Some Legal Issues in Municipal Supervision' submitted at the Municipal Centre's seminar on 'Problems in Municipal Laws'—December 20-21, 1971.
5. 'Teaching of Local Government' (Jointly with Shri A. Datta), *Nagarlok*, January-March, 1972.

As Assistant Editor, *Nagarlok*, continued to look after the publication of the Quarterly.

Shri D. D. Malhotra

1. Submitted a paper entitled 'Municipal Executive and Technical Officers. The Problem of their Relationships' for the Seminar on Municipal Personnel Administration held at IIPA on June 7-8, 1971.
2. Submitted a Work Study Report on the *Working of the C.S.R., in the Willingdon Hospital, New Delhi.*

Shri M. K. Balachandran

1. Submitted a paper entitled "Problems on Delegation" in connection with the seminar on "Problems in Municipal Laws" organised by the C.M.A. on December 20-21, 1971.

Shri M. K. Narain

1. Submitted a paper on 'Job Satisfaction amongst Medical Staff' for publication in the Indian Journal of Preventive and Social Medicine', School of Medical Sciences, Varanasi.
2. Two papers on 'Worries and Anxiety amongst Medical Personnel' and 'Jobs Satisfaction Amongst Medical Personnel'. Submitted for publication in NIHAE Bulletin.

Shri V. M. Kulkarni

1. Hon. Director of Action Research Project for the Establishment of Volunteer Probation Sahayak Service—a

project of the Central Bureau of Correctional Services, Department of Social Welfare, Government of India.

2. Member of the Evaluation Committee for the Department of the Women's Welfare appointed by the Government of Andhra Pradesh.
3. Member of the Evaluation Committee for Guiding the Unit for Evaluation Family and Child Welfare Programmes for the Department of Social Welfare, Government of India, constituted by Delhi School of Social Work, University of Delhi, Delhi.
4. Member of the Task Force on Child Welfare for the Fifth Five Year Plan constituted by Planning Commission, Government of India.
5. Member of the Task Force for studying Social Aspects of Status of Women Constituted by the Committee on Status of Women appointed by the Government of India in the Department of Social Welfare.
6. Delivered talks in short duration orientation programmes organized by Delhi School of Social Work and Central Institute of Training and Research in Public Co-operation for University Teachers implementing National Service Scheme for Youth in colleges and executives of governmental and non-governmental social welfare agencies, respectively.
7. Assistant Editor of the Indian Journal of Public Administration.
8. Presented a paper on "Social Policy in Conditions of Dynamic Change" at the Pre-conference Working Party of the Indian Council of Social Welfare.

Shri I. R. Khurana

Background paper for the Consultancy meeting for UNICEF Urban Integrated Project.

The following papers were also prepared:

- (a) Dispersal of Industries for the Seminar on Regional Imbalances organised by IIPA.
- (b) Property Taxation in India for the Journal of 'NAGARLOK'.
- (c) Urban Situation; Retrospect and Prospect—prepared on a request from the Institute of Town Planners, India.

Shri R. K. Wishwakarma

1. Contributed a paper on "Urban Land Speculation" to the Developing Economics—The Journal of the Institute of Developing Economics, Tokyo, Japan (authorship).
2. Contributed a paper on "Regional Perspective of Urban Development" to the Indian Journal of Industrial Relations, India.

ORGANISATION AND MANAGEMENT UNIT

Dr. S. R. Maheshwari

Books Published :

Local Government in India, New Delhi, Orient Longman, April 1971.

The Administrative Reforms Commission, Lakshmi Narain Agarwal Agra (to be released)

Papers

- (i) The All-India Services in *Public Administration* (London), autumn 1971.
- (ii) 'Political Parties and Public Administration' in *The Journal of Constitutional and Parliamentary Studies*.

- (iii) 'Training in Public Administration in India' in *The Indian Journal of Public Administration*, Oct-Dec., 1971.

Prof. Shanti Kothari

Research Studies

1. Relation between Politicians and Administrators at District Level (Bhavnagar)
2. Bureaucracy and Political Change.

Lectures delivered include

1. Relation between Politicians and Administrators—Training Course on Administrative Leadership and Behaviour, IIPA, August 5, 1971.
2. Addressed the Students of Raghunath Girls College Meerut on "Present Political Trends", Meerut, August 25, 1971.
3. Delivered a talk on "Studies in Applied Politics" at the Summer School for Teachers. Meerut University, Meerut, December 7, 1971.
4. Addressed the fellows of Institute of Constitutional and Parliamentary Affairs on September 27, 1971.
5. Delivered a talk on "Parliament" at the Institute of Constitutional and Parliamentary Affairs, December 30, 1971.

APPENDIX VIII

OFFICE BEARERS OF THE REGIONAL AND LOCAL BRANCHES

(As on the 31st July, 1972)

REGIONAL BRANCHES

1. ANDHRA PRADESH

Office bearers :

Chairman (Executive Committee) Shri K. N. Anantaraman, Chairman,
Irrigation Committee Government
of Andhra Pradesh, Hyderabad.

Honorary Secretary Shri B. P. R. Vithal, Secretary to
the Government of Andhra Pradesh,
Department of Planning, Hyderabad.

Membership :

Ordinary 98

Life 15

Corporate 13

2. GUJARAT

Office bearers :

Chairman (Executive Committee) Shri Utsavbhai S. Parikh, Chairman,
Gujarat Mineral Development Cor-
poration Ltd., Ahmedabad.

Honorary Secretary Shri B. V. Patel, Director, Directo-
rate of Drugs Control Administra-
tion, Gujarat State, Ahmedabad.

Membership :

Ordinary	64
Life	4
Corporate	9

3. KERALA

Office-bearers :

Chairman (Executive Committee) Shri K. P. K. Menon, Chief Secretary to the Government of Kerala, Trivandrum.

Honorary Secretary Shri T. J. Paily, Joint Director (O & M) & Joint Secretary, Public Department, Government of Kerala, Trivandrum.

Membership :

Ordinary	53
Life	7
Corporate	9

4. MADHYA PRADESH

Office-bearers :

Chairman (Executive Committee) Shri R. P. Naik, Chief Secretary, Government of Madhya Pradesh, Bhopal.

Honorary Secretary Shri G. L. Shukla, Vallabh Bhavan, Ground floor, Bhopal.

Membership :

Ordinary	155
Life	10
Corporate	10

5. MADRAS

Office-bearers :

Chairman (Executive Committee) Shri C. A. Ramakrishnan, I.C.S., (Retd.), Formerly Chief Secretary, Government of Tamil Nadu.

Honorary Secretaries 1. Shri H. K. Ghazi, Secretary, Home Department, Government of Tamil Nadu.

2. Shri R. K. Swamy of M/s. Walter Thompson & Co.

Membership :

Ordinary 276

Life 15

Corporate 21

6. MAHARASHTRA

Office-bearers :

Chairman (Executive Committee) Shri B. B. Paymaster, Formerly Chief Secretary, Government of Maharashtra, Bombay.

Honorary Secretary Shri V. Subramanian, Secretary to the Government of Maharashtra, Revenue and Forests Department, Bombay.

Membership :

Ordinary 246

Life 51

Corporate 36

7. MYSORE

Office-bearers :

Chairman (Executive Committee) Shri R. J. Robello, Chief Secretary, Government of Mysore.

Honorary Secretary	Shri Asvathanarayan, Deputy Secretary, Planning Department, Government of Mysore.
--------------------	---

Membership :

Ordinary	89
Life	5
Corporate	9

8. ORISSA

Office-bearers :

Chairman (Executive Committee)	Smt. Nandini Satpathy, Chief Minister of Orissa.
--------------------------------	--

Honorary Secretary	Shri R. N. Das, Addl. Secretary to Government of Orissa, Finance Department, Bhubaneswar.
--------------------	---

Membership :

Ordinary	54
Life	10
Corporate	5

9. PONDICHERRY

Patron	Shri B. D. Jatti, Lt.-Governor, Pondicherry.
--------	--

Chairman	Smt. J. Anjani Dayanand, Chief Secretary, Government of Pondicherry.
----------	--

Honorary Secretary	Shri S. Seetharaman, Under Secretary, Appointments Department, Pondicherry.
--------------------	---

Membership :

Ordinary	69
----------	----

10. PUNJAB, HARYANA AND CHANDIGARH

Office-bearers:

Chairman	Mr. Justice D. K. Mahajan
Honorary Secretary	Shri J. D. Sharma, Managing Director, Haryana State Industrial Development Corporation Ltd., Chandigarh.

Membership :

Ordinary	74
Life	17
Corporate	15

11. RAJASTHAN

Office-bearers :

Chairman (Executive Committee)	Shri B. Mehta, Formerly Chairman, Industrial and Mineral Development Corporation, Jaipur.
Honorary Secretary	Shri P. K. B. Kurup, Director, H. C. Mathur State Institute of Public Administration, Jaipur.

Membership :

Ordinary	112
Life	11
Corporate	7

12. UTTAR PRADESH

Office-bearers :

Chairman (Executive Committee)	Shri M. Lal, Chief Secretary, Government of Uttar Pradesh.
--------------------------------	--

Honorary Secretary

Shri Jagdeo Gupta, Officer on Special Duty (O & M), General Administration Department (Reorganisation), Government of Uttar Pradesh, Lucknow.

Membership :

Ordinary	138
Life	25
Corporate	13

LOCAL BRANCHES

1. AJMER

Office-bearers :

President Shri G. B. K. Hooja, Chairman,
Board of Revenue for Rajasthan,
Ajmer.

Joint Secretary Shri J. P. Gupta, Correspondent,
All India Radio, Ajmer.

Membership :

Ordinary	13
Corporate	4

2. BARODA

Office-bearers :

Chairman (Executive Committee) Dr. C. S. Patel
Vice-Chancellor,
M. S. University of Baroda.

Membership :

Ordinary	17
Life	2
Corporate	1

3. JAMMU & SRINAGAR

Membership :

Ordinary	14
Life	1
Corporate	3

4. KOLHAPUR

Office-bearers :

Chairman	Dr. A. G. Pawar, Vice-Chancellor, Shivaji University, Kolhapur.
----------	--

Honorary Secretary & Director	Shri N. D. Sakharikar, Head of the Department of Politics, Shivaji University, Kolhapur.
----------------------------------	--

Membership :

Ordinary	23
Corporate	1

5. NAGPUR

Office-bearers :

President	Dr. N. R. Deshpande, Head of the Department of Politics, University of Nagpur.
-----------	--

Honorary Secretary	Shri M. K. Deshmukh, Lecturer, Department of Public Administra- tion, University of Nagpur.
--------------------	---

Membership :

Ordinary	14
Life	1
Corporate	1

6. PATNA

Office-bearers :

Chairman (Executive Committee) Shri P. K. J. Menon, Chief Secretary, Government of Bihar.

Honorary Secretary Shri P. S. Kohli, Secretary to Government of Bihar, Home Department, Patna.

Membership :

Ordinary	25
Life	2
Corporate	3

7. POONA

Office-bearers :

Chairman Dr. G. S. Mahajani, Vice-Chancellor, University of Poona, Poona.

Honorary Secretary & Treasurer Dr. N. R. Inamdar, Reader in Politics, University of Poona, Poona.

Membership :

Ordinary	24
Life	10
Corporate	2

8. RANCHI

Office-bearers :

President (Executive Committee) Shri M. S. Rao, I.C.S., (Retired)

Honorary Secretary Shri I. C. Kumar, Deputy Commissioner, Ranchi.

Membership :

Ordinary 53

Life 1

Corporate 9

9. SHILLONG

Office-bearers :

Chairman (Executive Committee) Shri A. N. Kidwai, Secretary, Government of Assam.

Honorary Secretary Shri N. N. Mukherjee, Joint Secretary to Government of Assam, Finance Department, Shillong.

Membership :

Ordinary 9

Life 2

Corporate 2

10. UDAIPUR

Office-bearers :

Chairman Shri Vinay Vyas, Collector & District Magistrate, Udaipur.

Membership :

Ordinary	11
Life	2
Corporate	1

11. UJJAIN

Office-bearers :

President	Dr. Shiv Mangal Singh Suman, Vice-Chancellor, Vikram University, Ujjain.
Honorary Secretary	Dr. R. K. Avasthi, Head of the Department of Political Science, Vikram University, Ujjain.

Membership :

Ordinary	26
----------	----

12. VALLABH VIDYANAGAR

Office-bearers :

Chairman	Shri H. M. Patel, M. P. and Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
Honorary Secretary	Dr. Mahesh T. Pathak, Reader in Economics, Sardar Patel University, Vallabh Vidyanagar.

Membership :

Ordinary 35

Life 1

Corporate 1

**AUDITORS REPORT TO THE MEMBERS OF
THE INDIAN INSTITUTE OF PUBLIC
ADMINISTRATION, NEW DELHI**

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as at 31st March, 1972 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view :

- (a) in the case of the Balance Sheet, of the state of affairs of the Institute as at 31st March, 1972; and
- (b) in the case of the Income and Expenditure Account, of the Excess of Expenditure over Income for the year ended on that date.

THAKUR VAIDYANATH AIYAR & CO.
Chartered Accountants

INDIAN INSTITUTE OF PUBLIC
Receipt and Payment Account for the

RECEIPTS	Rs.	Rs.
Opening Balances :		
Cash in Hand	1,003.20	
State Bank of India, New Delhi :		
In Current Account	5,732.53	
In Short Term Deposit Account	2,00,000.00	2,05,732.53
United Commercial Bank, New Delhi :		
In Savings Fund Account	1,10,966.80	
In Current Account	37,887.92	1,48,854.72
First National City Bank, New York :		
In Savings Fund Account	4,65,298.58	
In Current Account	6,276.00	4,71,574.58
		8,27,165.03
Part 'A'		
Recurring Grant from the Government of India, and Internal Receipts—(Schedule I)		14,80,087.22
Part 'B'		
Funds Deposits and Advances (Schedule II)		1,45,093.90
Part 'C'		
Grants for Projects, etc. (Schedule III)		12,28,166.45
GRAND TOTAL		36,80,512.60

IX (a)

ADMINISTRATION, NEW DELHI

Year ended 31st March, 1972

PAYMENTS	Rs.	Rs.
Part 'A'		
Expenditure against Recurring Grant from Government of India and Internal Receipts (Schedule I)		14,80,118.58
Part 'B'		
Payments out of Funds Deposits and Advances (Schedule II)		1,02,921.24
Part 'C'		
Expenditure against Grants for Projects, etc. (Schedule III)		14,90,723.28
Closing Balances :		
Cash in Hand		2,909.10
State Bank of India, New Delhi :		
In Current Account		6,503.59
United Commercial Bank, New Delhi :		
In Savings Fund Account	93,769.68	
In Current Account	66,147.35	1,59,917.03
First National City Bank, New York :		
In Savings Fund Account	3,63,925.10	
In Current Account	73,494.68	4,37,419.78
		6,06,749.50
GRAND TOTAL		36,80,512.60

G. MUKHARJI
Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC

SCHEDULE I OF RECEIPT

Part 'A' Grant from the

RECEIPTS	Rs.	Rs.
Grant-in-aid from the Government of India, Ministry of Finance, Deptt. of Expenditure (Recurring)	9,50,000.00	
Add : Adjustment (See Note 1 below)	50,000.00	10,00,000.00
Subscription :		
Ordinary Members	45,341.74	
Associate Members	734.50	
Corporate Members	33,536.75	79,612.99
Sale of Publications :		
Sale of Journal & Other Periodicals	20,514.07	
Other Publications	30,239.73	50,753.80
Royalty		574.62
Rents Received From :		
Residential Quarters	23,096.92	
Auditorium	30,165.00	
Hostel	1,97,742.48	
Other Rents	9,741.38	2,60,745.78
Miscellaneous Receipts :		
Fee from Foreign Scholars	1,300.00	
Interest on Short Term Deposits	5,961.77	
Licence Fee from Contractor	3,666.00	
Licence Fee for Gas Installation	300.00	
Miscellaneous Receipts	18,623.33	
C.H.S. (Recoveries)	2,488.25	32,339.35
Refund of Conveyance Advance		12,065.00
Interest on Conveyance Advance		939.14
Carried Over		14,37,030.68

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

Government and Internal Receipts

PAYMENTS	Rs.	Rs.
Pay & Allowances Units :		
Development Administration	1,234.39	
Citizen Administration	54,110.83	
Planning	13,016.35	
Financial Administration	46,928.96	
O & M	31,945.43	
Science and Government	8,869.68	
Training Office	44,887.76	
Public Administration including		
Personnel Administration	38,151.86	
Industrial Administration	24,532.16	
Support to Visiting Professor	7,697.67	
Support to Director	4,934.47	
T.A. Units	327.55	2,76,637.11
Research, Seminar, Conferences & Group Discussions		8,017.68
Fellowships & Essay Prize		2,400.00
Foreign Affiliations		13,181.10
Library :		
Pay & Allowances—Library Staff	1,09,382.58	
Library Books	37,179.22	
Periodicals & Newsletters	21,653.81	
Binding Charges	2,287.10	
Library Equipment	3,843.54	1,74,346.25
Publications :		
Pay & Allowances—Jr. & Publications	59,545.22	
Publication of Journal	59,914.31	
Publication of Newsletter	3,610.09	
Publication of Abstract	7,012.42	
Publication of Other Publications	16,144.92	
Honorarium to Correspondents	6,900.00	1,53,126.96
Promotion of Branches' Activities		58,780.00
Carried Over		6,86,489.10

RECEIPTS	Rs.	Rs.
Brought Forward		14,37,030.68
Recovery of Overhead Charges :		
Receipts from Ministry of Health & Family Planning to meet expenditure on overhead charges of C.M.A.	19,966.91	
Receipts from UNICEF to meet expenditure on overhead charges of the UNICEF Project (CMA)	16,302.88	
Overhead Charges received from other sources	6,786.75	43,056.54
Carried Over		14,80,087.22

PAYMENTS	Rs.	Rs.
Brought Forward		6,86,489.10
Maintenance of Building, Hostel & Garden :		
Pay & Allowances—Maintenance Staff	62,621.99	
Pay & Allowances Hostel Staff	24,477.36	
Repairs & Maintenance	48,766.76	
Hostel General Charges	4,169.27	
Hostel Improvement	7,854.00	
Rent, Rates & Taxes	1,58,675.16	
Water & Electricity Charges	45,988.58	
Hostel Improvement—Equipment	7,329.03	3,59,882.15
Administrative Services :		
Pay & Allowances—Administration	1,76,246.50	
Pay & Allowances—Accounts	49,197.01	
Gratuity	15,000.00	2,40,443.51
Office Expenses :		
Printing & Stationery	34,624.80	
Postage & Telegrams	27,613.80	
Telephone Charges	24,604.34	86, 842.94
Services & Supplies		
Conveyance Charges	3,023.20	
Motor Car Expenses	6,558.26	
Liveries	5,914.73	
Amenities to Staff :	1,200.00	16,696.19
Miscellaneous & Contingencies :		
Honorarium to Auditors	1,500.00	
Advertisement Charges	333.83	
Bank Charges	644.85	
Miscellaneous Expenditure—Institute	6,191.00	
Entertainment	1,092.04	
Loss in Exchange	156.44	
Loss on Shares in IIPA Con. Co-op Stores	2,000.00	11,918.16
Carried Over		14,02,272.05

RECEIPTS

Rs.

Brought forward

14,80,087.22

Note : Out of the recurring Grant from Government of India of Rs. 10,50,000 receivable, the following deductions were made :

- (i) Rs. 50,000 towards repayment of Second Instalment of the Grant of Rs. 2,00,000 received towards the Publication of 'Framing of India's Constitution. This sum has been adjusted by debit to the Sale Proceeds Account shown under the other liabilities in the Balance Sheet by credit to the Grant Account.
- (ii) Rs. 50,000 being the economy cut made by the Government due to influx of refugees from Bangla Desh. Since this is an economy cut by the Government itself, no adjustment has been made in the accounts.

TOTAL RECEIPTS	14,80,087.22
Balance brought forward from previous year	325.36
GRAND TOTAL	14,80,412.58

Certified that out of the grant of Rs. 10,00,000 (net) received from Government of Rs. 9,99,706.00 was utilized during the year for the purpose for which it was intended

THAKUR VAIDYANATH AIYAR & CO.
Chartered Accountants

INDIAN INSTITUTE OF PUBLIC

SCHEDULE II OF RECEIPT

Part 'B' Funds, Deposits

RECEIPTS	Rs.	Rs.
Library Deposit		175.00
Security Deposit from Mess/Canteen Contractor		1,500.00
Hostel Deposit		50.00
Recovery of advances for expenses		811.60
V.K.N. Menon Prize Fund—Interest		137.36
Annual School Prize Fund—Interest		477.28
Gratuity Reserve Fund		27,633.94
Life Membership Fund		24,500.00
Shares in I.I.P.A. Consumers' Cooperative Store :		
Amount received from official liquidator	500.00	
Recovery of the loss, sustained in the realisation of the shares held in the I.I.P.A. Consumers' Cooperative Store, from the Government Grant	2,000.00	2,500.00
T.A. Advance		1,479.13
Staff Benevolent Fund		100.00
Deposit Account with P.A.O. Bombay—Refund		1,703.78
Unpaid Salaries		1,239.99
G.P. Fund		12.00
Sale Proceeds of Framing of India's Constitution		36,947.50
Amount Reimbursed by Ministry of Finance— Expenditure incurred by I. I. P. A. on Foreign Trainees under Colombo Plan		9,118.91
Amount Reimbursed by Ministry of External Affairs— Expenditure incurred by I.I.P.A. on Foreign Trainees under Colombo Plan		1,383.47
Consultancy Fund		29,087.65
Advance Recoverable		27.20
State Cheque Account		1,376.59
Grant from I.A.M.R., New Delhi		4,832.50
GRAND TOTAL		1,45,093.90

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

and Advances

PAYMENTS	Rs.
Petty Cash Imprest	284.70
Security Deposit from Fellows (Refunded)	492.00
Advance for Expenses	142.10
Service Charges	2,260.00
Advance to D.E.S.U.	920.00
Postage Imprest	1,019.42
Refund of Security Deposit from Contractors	9,804.08
Fixed Deposit with United Commercial Bank	1,175.00
Advance to Ex.Engineer, CPWD, New Delhi	2,718.00
Fixed Deposit with State Bank of India, New Delhi	9,872.00
Expenditure on the Construction of I.A.M.R. Building	3,208.30
Suspense—General	6,533.33
Amount Recoverable from Government of Punjab	244.00
Amount Recoverable from Government of U.P.	303.30
Expenditure on the Publication of "Framing of India's Constitution"	63,945.01
GRAND TOTAL	1,02,921.24

G. MUKHARJI

Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC

SCHEDULE III OF RECEIPT

Part 'C' Grants

RECEIPTS	Rs.	Rs.
Ford Foundation Grant IV—Consultancy		1,49,626.87
Ford Foundation Grant IV—Interest		15,125.51
Ford Foundation Grant V—Financial Management		2,87,634.05
Ministry of Health & Family Planning for the Centre for Training & Research in Municipal Administration :		
(a) Grant-in-aid	2,35,460.00	
(b) Subscription of Nagarlok	2,310.10	
(c) C.M.A. Advertisement Charges	500.00	2,38,270.10
Grant from Ministry of Home Affairs for Executive Development Programme		1,63,000.00
Grant from Ministry of Home Affairs for Research Project on Policing of Cities in India		14,700.00
Grant from UNICEF for Integrated Services for Youth & Children in Urban Areas		1,41,555.92
Grant from R.P.C. (Planning Commission) for Research Project on Prospective Areas of Expansion for Public Sector		24,500.00
Grant from Ministry of Home Affairs for Survey of Assessment Department of D.M.C.		5,578.00
Grant from Pay Commission for Pay Research Cell		10,000.00
Course on Materials Management Through Systems		16,200.00
Fee for Special Courses in Performance Budgeting		29,576.00
Grant from Coco-Cola Export Corporation		35,500.00
Grant from Ministry of Health, F.P., W.H. & U.D. for 3 Health Seminars		50,000.00
Grant from Department of Administrative Reforms for Course on O & M		6,900.00
Grant from Ministry of Agriculture, Department of Community Development for Pilot Research Project in Growth Centres		40,000.00
Carried Over		12,28,166.45

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

for Projects, etc.

PAYMENTS	Rs.	Rs.
Expenditure met out of F.F. Grant II :		
Administrative Support to School	2.65	
Planning Project	80.00	82.65
Expenditure met out of F.F. Grant III :		
Study of Hospital Administration	1,000.00	
Formulation of Administrative Reforms—the working of A.R.C.	1,583.91	
Machinery and Procedures for Redressal of Citizens' Grievances	18,354.53	
Recruitment and Promotion Procedure in A.E.C.	200.00	
Loss in Exchange	3,468.24	
Travel Abroad	35,637.02	60,243.70
Expenditure met out of F.F. Grant : IV :		
Consultancy Unit Support	2,07,330.95	
Materials Development	33,892.75	
Short Duration Overseas Travel & Study	36,899.20	
Library Books	24,561.45	
Overseas International Conferences	20,529.60	
Bank Charges	203.17	
Graduate Training Abroad	45,757.18	
Loss in Exchange	3,804.66	3,72,978.96
Expenditure met out of Ford Foundation Special Grant for Financial Management		2,85,014.08
Expenditure on other Projects		
Centre for Training & Research in Municipal Administration Grant from Ministry of Health	2,09,560.47	
Publication of Nagarlok	10,075.53	2,19,636.00
Training Courses under the Executive Development Programme—Grant from Department of Personnel, Cabinet Secretariat		1,72,816.12
Study of Voting Behaviour in India—Grant from R.P.C., Planning Commission		490.49
Carried Over		11,11,262.00

PAYMENTS	Rs.	Rs.
Balance brought forward		11,11,262.00
Study on Production of Housing as a result of Rent Control/ Decontrol in Delhi		2,402.28
Grant from Ministry of Home Affairs for Case Studies Futuribles		7,310.95 459.00
Grant from EROPA Secretariat		4,993.48
Grant from UNICEF for Integrated Services for Youth and Children in Urban Areas		1,79,330.49
Course on Materials Management Through Systems		16,200.00
Research Project on Coco-Cola Export Corporation		35,500.00
Ist Course on O & M (Dept. of Admn. Reforms)		2,947.61
Course for Officers of Pilot Research Project in Growth Centres		18,964.42
Special Course on Performance Audit		6,975.39
3rd Special Course on Performance Budgeting		8,252.93
Research Project on Policing of Cities in India		11,052.74
Ist Course in Network Techniques and Performance Budgeting		1,205.24
Research Survey on behalf of I.C.S.S.R.		2,831.06
Pay Research Cell		18,394.78
Management Development Programme for Officers of Bureau of Public Enterprises		1,446.89
Research Project—Prospective Areas of Expansion for Public Sector		29,186.01
Course on Techniques of Managerial & Financial Control		5,094.05
Expenditure met out of Grant from Ministry of Health & F.P., Department of F.P.		
1st Seminar on Family Planning	7,914.54	
2nd Seminar on Family Planning	13,053.32	
3rd Seminar on Family Planning	5,946.10	26,913.96
GRAND TOTAL		14,90,723.28

G. MUKHARJI
Director & Ex-officio Secretary

APPENDIX

INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

<i>As at</i> 31st March, 1971		LIABILITIES	
Rs.		Rs.	Rs.
	Grants :		
6,57,592	As per Schedule 'A' Attached		4,43,786.73
	Funds :		
43,72,423	As per Schedule 'B' Attached		44,09,224.45
	Deposits :		
	Security Deposits	14,492.91	
31,421	Other Deposits	8,356.95	22,849.86
	Liabilities & Provisions :		
2,56,467	As per Schedule 'C' Attached		1,76,140.27
7,15,573	Receipt from I.A.M.R. for Construction of Building		
	As per last Account	7,15,572.74	
	Add : Received during the Year	4,832.50	7,20,405.24
60,33,476	GRAND TOTAL		57,72,406.55

As per our report

THAKUR VAIDYANATH AIYAR & CO.

Chartered Accountants

X

ADMINISTRATION, NEW DELHI

31st March, 1972

As at
31st March,
1971

ASSETS

Rs.		Rs.	Rs.
	Fixed Assets :		
	Gross Block at cost	56,19,297.58	
35,95,076	Less : Depreciation written off upto date (as per Schedule 'D' attached)	21,18,308.31	35,00,989.27
	Investment at Cost :		
2,500	Shares in I.I.P.A. Cooperative Store Ltd.		—
	Current Assets, Loans and Advances : (as per Schedule 'E' attached)		
	Interest accrued but not due	3,395.77	
	Stock of Paper & Stationery	45,632.10	
	Sundry Debtors	2,42,658.88	
	Cash and Bank Balances	9,00,564.69	
	Advances Accountable/Recoverable	59,175.01	
14,90,915	Deposits	22,183.00	12,73,609.45
	Expenditure on IAMR Building :		
	As per last Balance Sheet	7,17,196.94	
7,17,197	Expenditure during the year	3,208.30	7,20,405.24
	Income and Expenditure Account :		
	Excess of Expenditure over income (As per last account)	2,27,788.85	
2,27,788	Add : Excess of expenditure over income (As per accounts annexed)	49,614.04	2,77,402.59
60,33,476	GRAND TOTAL		57,72,406.55

of even date

ASOKA MEHTA
ChairmanD. L. MAZUMDAR
Hony. TreasurerG. MUKHARJI
Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A'—Forming Part of the Balance Sheet as at 31st March, 1972

Sources	Amount as per Last Account		Receipts/Adjustments during the year		Total		Expenditure during the year		Balance
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.		
Ford Foundation Grant-II	3,422.14	—	—	—	3,422.14	82.65	—	3,339.49	
Ford Foundation Grant-III	51,056.23	(—)	3,468.24	—	47,587.99	43,488.86	—	4,099.13	
Ford Foundation Grant-IV	3,57,394.65	—	1,60,947.72	—	5,18,342.37	3,60,328.26	—	1,58,014.11	
Ford Foundation Special Grant for Financial Management	1,29,957.29	—	2,82,734.76	—	4,12,692.05	2,70,701.62	—	1,41,990.43	
Futuribles	8,930.94	—	—	—	8,930.94	459.00	—	8,471.94	
EROPA Sect., Manila	4,993.48	(—)	4,993.48	—	—	—	—	—	
Grant from Ministry of Health, F. P., for Seminars on F. P. Policy and Administration	—	—	50,000.00	—	50,000.00	26,913.96	—	23,086.04	
Asia Foundation Guide to Sources of Modern Indian History	4,059.02	—	—	—	4,059.02	—	—	4,059.02	
Grant from UNICEF	13,728.20	—	1,41,555.92	—	1,55,284.12	1,76,812.39	—	(—)21,528.27	
Ministry of Health, F.P. W.H. & U.D., (Deptt. of Health)	22,416.99	—	2,38,270.10	—	2,60,687.09	2,19,636.00	—	41,051.09	
Ministry of Agriculture	1,151.91	—	—	—	1,151.91	—	—	1,151.91	

Grant from Government of India for Survey of the Assessment Department of D.M.C.	(—) 5,578.11	12,585.10	7,006.99	7,006.99	—
National Building Organisation for the Study "Effect of Rent Control/Decontrol in Delhi"	696.30	—	696.30	696.30	—
Research Programme Committee, Planning Commission for Study of Voting Behaviour in India	365.49	—	365.49	365.49	—
Pay Commission for Pay Research Cell	7,350.48	10,000.00	17,350.48	14,834.31	2,516.17
Ministry of Home Affairs for Executive Development Programme	18,400.00	1,63,000.00	1,81,400.00	1,65,191.11	16,208.89
Grant from Administrative Reforms Department for Course on O & M	—	6,900.00	6,900.00	2,947.61	3,952.39
Ministry of Home Affairs (for Case Study)	7,310.95	—	7,310.95	7,310.95	—
N.B.O. for the Study on Inventories of Land of Operative Builders in Urban Agglomerations	2,542.11	—	2,542.11	—	2,542.11
R.P.C., Planning Commission for the Study of Price Policy & Cost Behaviour in Public Enterprises	(—) 1,150.35	—	(—) 1,150.35	—	(—) 1,150.35

(Continued)

Sources	Amount as per Last Account	Receipts/Adjust- ments during the year	Total	Expenditure during the year	Balance
Course on Materials Management Through Systems	—	16,200.00	16,200.00	16,200.00	—
Assignment from Coca-Cola Export Corporation	—	35,500.00	35,500.00	35,500.00	—
Grant from Ministry of Agriculture, Department of C.D., for Course on Pilot Research Project in Growth Centres	—	40,000.00	40,000.00	18,964.42	21,035.58
First Course in Network Techniques in Performance Budgeting	—	—	—	1,240.59	(—) 1,240.59
Special Course in Performance Audit	—	—	—	7,083.69	(—) 7,083.69
Indian Council of Social Science Research for Research Survey on their behalf	4,809.54	—	4,809.54	2,831.06	1,978.48
Fee for Special Courses in Performance Budgeting	25,622.46	29,576.00	55,198.46	8,628.93	46,569.53
Ministry of Home Affairs for Research Project on Policing of Cities in India	(—) 4,888.70	14,700.00	9,811.30	10,106.88	(—) 295.58

R. P. C. (Planning Commission)—

Research Project on Prospective Areas of Expansion for Public Sector

Bureau of Public Enterprises for Management Development Programme

Fee for Course on Techniques of

Managerial and Financial Control

Survey Research Methods

(—) 1,539.76	24,500.00	22,960.24	29,141.34	(—) 6,181.10
1,446.89	(—) 1,446.89	—	—	—
5,094.05	(—) 5,094.05	—	—	—
—	1,200.00	1,200.00	—	1,200.00

TOTAL

6,57,592.20	12,12,666.94	18,70,259.14	14,26,472.41	4,43,786.73
-------------	--------------	--------------	--------------	-------------

THAKUR VAIDYANATH AIYAR & CO.

D. L. MAZUMDAR

G. MUKHARJI

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'B' Forming Part of Balance Sheet as at 31st March, 1972

<i>As at 1st March, 1971</i>		RESERVES AND FUNDS	
Rs.		Rs.	Rs.
	Life Membership Capital Fund :		
	As per last Account	43,552.66	
	Less : Transferred to Income and Expenditure Account	43,552.66	
		—	
43,553	Add : Received during this year	24,500.00	24,500.00
	Building Fund :		
40,38,713	As per last Account		40,38,713.36
	Staff Benevolent Fund :		
—	As per this Account		100.00
	Gratuity Reserve Fund :		
	As per last Account	1,79,436.34	
	Add : Amount provided during the year	15,000.00	
1,79,436	Interest received/Accrued	12,265.57	2,06,701.91
	Annual School Prize Fund :		
	As per last Account	4,761.77	
4,762	Add : Interest received/Accrued	489.53	5,251.30
	V. K. N. Menon Prize Fund :		
	As per last Account	2,444.07	
2,444	Add : Interest Received/Accrued	143.24	2,587.31
	Consultancy Fund :		
	As per last Account	1,03,515.41	
	Additions during the year	21,847.04	
1,03,515	Interest Received/Accrued	6,008.12	1,31,370.57
43,72,423	TOTAL		44,09,224.45

THAKUR VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Hony. Treasurer

G. MUKHARJI

Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'C' Forming Part of the Balance Sheet as at 31st March, 1972

<i>As at 31st March, 1971</i>		LIABILITIES AND PROVISIONS	
Rs.		Rs.	Rs.
1,71,634	For Expenses		1,27,402.23
567	Unpaid Salaries		1,807.09
2,260	Service Charges		—
5,370	Subscription received in advance		4,364.62
—	Amount Payable to J & K Branch		120.00
2,636	Stale Cheque Account		4,012.02
4,009	Suspense Account		—
—	G.P.F.'s Subscription creditable to A.G. Punjab		12.00
Framing of India's Constitution :			
	Total Sale Proceeds till date	1,98,691.84	
	Less : (1) Total Expenditure till date	1,10,269.53	
		<hr/>	
		88,422.31	
	(2) Amount refunded to Govt. of India (See Note 1 in Receipts & Payments Account)		
69,991		50,000.00	38,422.31
		<hr/>	
<hr/>	TOTAL		<hr/>
2,56,467			1,76,140.27

THAKUR VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Hony. Treasurer

G. MUKHARJI

Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC

Schedule 'D'—Forming Part of the Balance

Sl. No.	Particulars	Cost upto	Additions	Total Cost
		31.3.1971	during the year	
		Rs.	Rs.	Rs.
1.	Lands & Buildings	37,28,165.21	—	37,28,165.21
2.	Furniture & Fixtures	3,51,277.22	3,040.93	3,54,318.15
3.	Library Books	9,22,984.58	36,562.71	9,59,547.29
4.	Office Equipment	1,86,844.48	9,675.46	1,96,519.94
5.	Library Equipment	1,11,075.13	3,843.54	1,14,918.67
6.	Film Projector	71,187.73	—	71,187.73
7.	Air Conditioning Equipment	76,189.12	—	76,189.12
8.	Stage Equipment	38,634.26	—	38,634.26
9.	Water Coolers	17,212.89	—	17,212.89
10.	Motor Car	14,712.84	—	14,712.84
11.	O & M Equipment	8,123.50	—	8,123.50
12.	Garden Equipment	1,528.84	—	1,528.84
13.	Sundry Equipment	403.05	—	403.05
14.	Hostel Mess Equipment	16,412.70	7,329.03	23,741.73
15.	Bicycles	1,387.91	—	1,387.91
16.	Library Development	7,016.01	—	7,016.01
17.	Gas Installation at Hostel-Mess & Canteen	5,690.44	—	5,690.44
	TOTAL	55,58,845.91	60,451.67	56,19,297.58
	Figures for the previous year	55,03,369	55,477	55,58,846

Note 1. The Assets purchased out of the grants (other than Recurring Grant) from included in the above Schedule since these have been fully charged to the respec-

Note 2. For the same reason, stock of publications has not been valued but quanti-

THAKUR VAIDYANATH AIYAR & CO.

Chartered Accountants

ADMINISTRATION, NEW DELHI

Sheet as at 31st March, 1972

DEPRECIATION			Written down value as at 31.3.1972	Written down value as at 31.3.1971
Upto 31.3.1971	For the year	Total		
Rs.	Rs.	Rs.	Rs.	Rs.
8,24,142.33	72,600.57	8,96,742.90	28,31,422.31	29,04,023
1,69,919.26	10,990.16	1,80,909.42	1,73,409.73	1,81,358
6,44,527.53	44,717.25	6,89,244.78	2,70,302.51	2,78,457
1,30,360.96	8,289.47	1,38,650.43	57,869.51	56,484
30,941.22	4,964.04	35,905.26	79,013.41	80,134
51,221.91	2,994.87	54,216.78	16,970.95	19,966
48,348.37	4,176.11	52,524.48	23,664.64	27,841
22,499.79	2,420.17	24,919.96	13,714.30	16,134
13,708.09	525.72	14,233.81	2,979.08	3,505
12,803.59	381.85	13,185.44	1,527.40	1,909
6,524.06	239.92	6,763.98	1,359.52	1,599
1,121.67	61.07	1,182.74	346.10	407
207.03	11.76	218.79	184.26	196
1,630.35	923.59	2,553.94	21,187.79	14,782
860.24	79.15	939.39	448.52	528
4,210.58	420.81	4,631.39	2,384.62	2,805
742.65	742.17	1,484.82	4,205.62	4,948
19,63,769.63	1,54,538.68	21,18,308.31	35,00,989.27	35,95,076
18,04,880	1,58,890	19,63,770	35,95,076	36,98,255

Government of India and Ford Foundation Grant I, II, III, IV & V are not
tive grants. The quantity and value records are, however, being kept separately.

tative records are being kept.

D. L. MAZUMDAR

Hony. Treasurer

G. MUKHARJI

Director & Ex-officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E'—Forming Part of Balance Sheet as at 31st March, 1972

<i>As at</i> 31st March 1971		CURRENT ASSETS	
Rs.		Rs.	Rs.
5,792	Interest accrued but not due		3,395.77
42,484	Stock of Paper & Stationery (At cost as certified by the Registrar)		45,632.10
	Sundry Debtors :		
	Subscriptions receivable	66,381.25	
	Bills Receivable	4,421.55	
	Royalty Receivable	4,076.01	
	Tuition Fees Outstanding	270.00	
2,48,509	Rents Outstanding for Quarters, Hostel & Auditorium	1,67,510.07	2,42,658.88
	Cash and Bank Balances :		
	Cash in Hand	2,909.10	
	Imprest	696.09	
	Postage Imprest	1,403.50	
	First National City Bank of New York :		
	In Savings Fund Account	3,63,925.10	
	In Current Account	73,494.68	4,37,419.78
	United Commercial Bank, New Delhi :		
	In Savings Fund Account	93,769.68	
	In Current Account	66,147.35	1,59,917.03
	State Bank of India, New Delhi :		
	In Savings Fund Account	—	
	In Current Account	6,503.59	6,503.59
	In Fixed Deposit Account with United Commercial Bank, New Delhi :		
	For School Prize Fund	4,822.60	
	For V.K.N. Menon Prize Fund	2,475.00	
	For Gratuity Reserve Fund	15,500.00	22,797.60
2,96,785	Carried Over		2,91,686.75

As at
31st March,
1971

CURRENT ASSETS

Rs.	Rs.	Rs.	Rs.
2,96,785	Brought Forward		2,91,686.75
	State Bank of India, New Delhi :		
	For Gratuity Reserve Fund	1,71,418.00	
11,08,629	For Consultancy Fund	97,500.00	2,68,918.00
	Advance Accountable/Recoverable :		
	T.A. Advance	3,948.00	
	Amount recoverable from Govt. of Punjab	244.00	
	Amount recoverable from Govt. of U.P.	303.30	
	Staff Advance for purchase of Conveyance	18,970.00	
	Amount Reimbursable by the Ministry of Finance	2,984.23	
	Advance for Expenses	1,142.10	
	Pre-paid Expenses	28,600.08	
	Income tax deducted at source Recoverable	459.30	
64,152	Suspense Account.	2,524.00	59,175.01
	Deposits :		
	Deposit for Electricity	11,140.00	
	O.Y.T. Deposit	7,525.00	
21,349	Other Deposits	3,518.00	22,183.00
14,90,915	TOTAL		12,73,609.45

THAKUR VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Hony. Treasurer

G. MUKHARJI

Director & Ex-Officio Secretary

APPENDIX

INDIAN INSTITUTE OF PUBLIC

Income and Expenditure Account

*Figures for the
previous year*
Rs.

EXPENDITURE

Rs.

Rs.

3,20,824	To Pay & Allowances—Units & Training Office		2,54,551.74
—	„ Pay & Allowances—Faculty & Supporting Staff		17,811.17
11,187	„ Fellowships (Senior & Junior)		900.00
2,000	„ Essay Prize		1,500.00
7,817	„ Seminars, Conferences and Group Discussions		7,808.13
14,378	„ Foreign Affiliations		13,181.10
	„ Library :		
	Pay & Allowances Library Staff	1,07,838.49	
	Newsletters & Periodicals	21,357.97	
1,26,985	Book Binding Charges	2,045.70	1,31,242.16
	„ Publications :		
	Pay & Allowances Journal & Publication Staff	58,559.95	
	Periodicals (Journal, etc.)	75,272.45	
	Other Publications	18,049.55	
1,30,035	Honorarium to Correspondents	6,300.00	1,58,181.95
	„ Promotion of Branches' Activities :		
	Share Membership fees to Branches	10,700.00	
	Regional Seminars & Conferences	27,000.00	
	Research Subventions for Branches	20,600.00	
45,743	Contribution to Branches	600.00	58,900.00
	„ Maintenance of Building, Hostel & Garden :		
	Pay & Allowances—Maintenance Staff	60,274.30	
	Pay & Allowances—Hostel Staff	22,462.88	
	Repairs & Maintenance	50,851.22	
	Water & Electricity Charges (Net)	43,813.78	
	Rents, Rates and Taxes	1,58,675.16	
2,38,419	Improvement to Hostel	7,854.00	3,43,931.34
8,97,388	Carried Over		9,88,007.59

ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1972

Figures for the
previous year
Rs.

INCOME

Rs.

Rs.

By Subscriptions :

	Ordinary Members	42,843.16	
	Associate Members	734.50	
	Corporate Members	30,686.75	
84,258	Transfer from Life Membership	43,552.66	1,17,817.07

„ Rent Receipts :

	Hostel	1,95,208.65	
	Residential Quarters	24,296.88	
	Auditorium	28,763.40	
2,37,152	Other Rents	21,402.74	2,69,671.67

„ Income from Publications :

	Subscription and Sale of Journal & Other Periodicals	20,479.46	
	Sale of other Publications	28,445.67	
46,310	Royalty on Publications	1,384.11	50,309.24

„ Miscellaneous Income :

	Fees from Foreign Scholars	1,300.00	
	Interest on Short Term Deposits	5,148.20	
	Licence fee from Hostel Mess & Canteen Contractors	3,464.00	
	Interest on Advances (Conveyance)	939.14	
	Licence fee for installation at Hostel Mess/Canteen Contractor	300.00	
17,651	Miscellaneous	18,623.33	29,774.67
10,36,000	„ Recurring Grant from Government of India (Ministry of Finance) (Net)	9,50,000.00	
	Amount transferred to Govt. Grant from the Sale Proceeds of Framing of India's Constitution.	50,000.00	10,00,000.00

14,21,371

Carried Over

14,67,572.65

Figures for the
previous year

EXPENDITURE

Rs.		Rs.	Rs.
8,97,388	Brought forward		9,88,007.59
	„ Administrative Services :		
	Pay & Allowances—Administration	1,69,171.09	
2,10,999	Pay & Allowances—Accounts	48,314.98	2,17,486.07
35,000	Contribution to Gratuity Fund		15,000.00
	„ Office Expenses :		
	Printing & Stationery	26,139.30	
	Postage & Telegrams	27,613.80	
91,971	Telephone Charges	23,746.44	77,499.54
	To Services & Supplies :		
	Liveries	5,914.73	
	Conveyance Charges	3,014.85	
	Motor Car Expenses	6,578.14	
21,512	„ Amenities to Staff	1,200.00	16,707.72
20,042	„ Contingencies & Miscellaneous		9,398.24
—	„ Loss on the Shares in the I.I.P.A. Con-		
	sumers Cooperative Store		2,000.00
36,864	„ Meetings—Travelling Allowances		32,757.97
120	„ Loss on Sale of unserviceable articles		—
4,470	„ Overtime—I.I.P.A.		13,239.72
11,655	„ Pay & Allowances—Leave Reserve		10,530.15
3,133	„ C.H.S.		13,079.75
—	„ Royalty Written Off		9,997.80
1,58,890	„ Depreciation		1,54,538.68
10,457	„ Expenditure met out of F.F. II Grant		
	(as per Schedule 'A' attached)		82.65
1,13,144	„ Expenditure met out of F.F. III Grant		
	(as per Schedule 'A' attached)		43,488.86
2,56,850	„ Expenditure met out of F.F. IV Grant		
	(as per Schedule 'A' attached)		3,60,328.26
2,25,040	„ Expenditure met out of the F.F. Grant—		
	Financial Management Unit (as per		
	Schedule 'A' attached)		2,70,701.62
20,97,535	GRAND TOTAL		22,34,844.62

THAKUR VAIDYANATH AIYAR & CO.
Chartered Accountants

Figures for the
previous year
Rs.

INCOME

Rs.

Rs.

14,21,371	Brought forward		14,67,572.65
	„ Recovery of Overhead Charges :		
	Receipts from the Ministry of Health F.P., W.H. & U.D.	19,966.91	
	Receipts from UNICEF for overhead charges	16,302.88	
	Overhead Charges received from I. C. S. S. R.	758.87	
31,543	Overhead charges from other Sources	6,027.88	43,056.54
10,457	By Transfer from Ford Foundation Grant II to meet expenditure (as per contra)		82.65
1,13,144	„ Transfer from Ford Foundation Grant III to meet expenditure (as per contra)		43,488.86
2,56,850	„ Transfer from Ford Foundation Grant IV to meet expenditure (as per contra)		3,60,328.26
2,25,040	„ Transfer from Ford Foundation Grant- Financial Management Unit to meet expenditure (as per contra)		2,70,701.62
39,130	„ Excess of Expenditure over Income carried over to Balance Sheet		49,614.04

Note : Unlike in previous years no adjustment of Life Membership Subscription for the year has been made to the credit of Income & Expenditure Account, instead it has been treated as a Capital Receipt. The past balance in the Life Membership Fund has been transferred to the Income.

20,97,535

GRAND TOTAL

22,34,844.62

D. L. MAZUMDAR
Hony. Treasurer

G. MUKHARJI
Director & Ex-Officio Secretary

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A' Forming Part of Income and Expenditure Account

	Rs.
Expenditure Met out of Ford Foundation Grant II :	
Administrative Support to School	2.65
Planning Project	80.00
	82.65
Expenditure Met out of Ford Foundation Grant III :	
Recruitment and Promotion Procedure in A.E.C.	200.00
Study on Hospital Administration	1,000.00
Formulation of Administrative Reforms—the Working of A.R.C.	1,533.91
Machinery & Procedure for Redressal of Citizen's Grievances	15,924.93
Travel Abroad	24,830.02
	43,488.86
TOTAL	
Expenditure Met out of Ford Foundation Grant IV :	
Materials Development	32,262.72
Consultancy Unit Support	2,03,224.97
Training Aids & Office Equipment	—
Bank Charges	203.17
Library Books	21,451.42
Short Duration Overseas Travel & Study	36,899.20
Graduate Training Abroad	45,757.18
Overseas International Conferences	20,529.60
	3,60,328.26
TOTAL	

Rs.

Expenditure Met out of Ford Foundation Grant V :

Financial Management Unit	2,49,363.07
Overseas Training & Study Tours	21,281.17
Conferences & Seminar	—
Bank Charges	57.38

TOTAL

2,70,701.62

THAKUR VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Honorary Treasurer

G. MUKHARJI

Director & Ex-Officio Secretary

INDIAN INSTITUTE OF PUBLIC

REVISED ESTIMATES FOR 1971-72

Part I—Recurring grant-in-aid from the Government of India,

RECEIPTS

	<i>Actuals</i> 1969-70	<i>Actuals</i> 1970-71	<i>Budget Estimates</i> 1971-72	<i>Revised Estimates</i> 1971-72	<i>Budget Estimates</i> 1972-73
	Rs.	Rs.	Rs.	Rs.	Rs.
1. Subscriptions :					
(a) Ordinary Members, including 10% of Life Members Subscriptions	46,576	37,944	35,000	30,000	30,000
(b) Associate Members	1,440	672	1,200	1,200	1,200
2. Corporate Members					
State Governments/Univer- sities/and other organisations	21,775	19,425	25,000	15,000	20,000
3. Sale of Journal & other Publications	54,596	46,995	55,000	60,000	65,000
4. Royalties	149	433	4,000	5,000	6,000
5. Rents from Residential Quarters	24,365	14,316	25,000	25,000	25,000
6. Rents from Auditorium	22,086	18,726	13,000	30,000	23,000
7. Rents from Hostel	1,01,976	1,62,542	1,50,000	1,65,000	1,75,000
8. Other Rents	16,815	10,414	8,000	8,000	8,000
9. Misc. Receipts	11,843	15,867	13,000	21,000	10,500
10. C.H.S.	—	—	2,050	2,550	2,600
11. Advance Recoverable (Conveyance Adv.)	11,163	15,639	9,000	11,885	10,000
12. Interest on Conveyance Advance	433	639	150	755	500
13. Receipts from the Ministry of Health, F.P. & U.D. to meet expenditure on overheads of the C.M.A.	19,276	20,454	23,070	19,860	35,090
14. Receipts from the UNICEF to meet expenditure on overheads of UNICEF Project (CMA)	—	6,962	10,000	20,000	22,400
Carried Over	3,32,493	3,71,028	3,73,470	4,15,250	4,34,290

XII

ADMINISTRATION, NEW DELHI

AND BUDGET ESTIMATES FOR 1972-73

Ministry of Finance and the own resources of the Institute

PAYMENTS

<i>Particulars</i>	<i>Budget</i>	<i>Revised</i>	<i>Budget</i>
	<i>Estimates</i>	<i>Estimates</i>	<i>Estimates</i>
	1971-72	1971-72	1972-73
	Rs.	Rs.	Rs.
1. Development Administration Unit	33,160	5,870	22,070
2. Citizen Administration Unit	58,426	59,530	61,390
3. Planning Unit	36,900	22,416	34,664
4. Financial Administration Unit	48,826	47,530	52,810
5. O & M Unit	41,106	31,700	43,910
6. Science & Government Unit	9,000	8,850	8,890
7. Administrative Theory & Behaviour Unit including Personnel Administration Unit	78,518	52,730	66,240
8. Industrial Administration Unit	35,660	24,850	36,790
9. Training Office	56,370	44,870	46,610
10. Travelling Allowance—Units.	13,000	10,000	10,000
11. Fellowship & Essay Prize	3,500	3,500	3,000
12. Research Seminar, Conferences, etc.	10,000	25,000	25,000
13. Foreign Affiliations	13,000	13,000	13,000
14. Library	1,92,880	1,77,408	1,93,852
15. Publications	1,55,268	1,39,460	1,55,700
16. Promotion of Branches' Activities	65,000	65,000	65,000
17. Maintenance of Building, Hostel Garden including installations	2,42,560	2,45,173	2,70,066
18. Secretary to Director	21,400	8,900	20,850
19. Support to Visiting Professor	8,340	7,800	8,550
20. Administrative Services	4,48,580	4,09,256	4,20,094
21. Overtime Allowances	10,000	10,000	10,000
Carried Over	15,81,494	14,12,843	15,68,486

RECEIPTS

	<i>Actuals</i> 1969-70	<i>Actuals</i> 1970-71	<i>Budget</i> <i>Estimates</i> 1971-72	<i>Revised</i> <i>Estimates</i> 1971-72	<i>Budget</i> <i>Estimates</i> 1972-73
	Rs.	Rs.	Rs.	Rs.	Rs.
Brought Forward	3,32,493	3,71,028	3,73,470	4,15,250	4,34,290
15. Overhead charges from other sources	—	4,127	—	6,000	6,000
16. Recurring grant from the Government of India, Ministry of Finance, Deptt. of Expenditure	10,50,000	10,50,000	10,50,000	10,50,000	10,50,000
17. Receipts from the Sale proceeds from Framing of India's Constitution	—	—	50,000	50,000	50,000
18 (a) Less—Instalments of recovery towards grant of Rs. 2,00,000 granted by the Ministry of Finance towards expenditure on Framing of India's Constitution	—	(-)50,000	(-) 50,000	(-) 50,000	(-) 50,000
18. (b) Cut in the Govt. grant due to economy on account of Bangla Desh	—	—	—	(-) 50,000	(-) 50,000
19. Enhanced grant to meet expenditure on Interim Relief	—	36,000	37,700	—	36,000
20. Enhanced grant to meet expenditure on Annual increments	—	—	—	—	30,000
TOTAL	13,82,493	14,11,155	14,61,170	14,21,250	15,06,290
Deficit	—	—	1,33,504	2,293	73,086
	13,82,493	14,11,155	15,94,674	14,23,543	15,79,376

<i>Particulars</i>	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Brought Forward	15,81,494	14,12,843	15,68,486
22. Leave Reserves	13,180	10,700	10,890
TOTAL	15,94,674	14,23,543	15,79,376

137

INDIAN INSTITUTE OF PUBLIC

REVISED ESTIMATES FOR 1971-72

Part II—Grants/Receipts other than

RECEIPTS

	Budget Estimates 1971-72	Revised Estimates 1971-72	Budget Estimates 1972-73
(i) Grant-in-aid from the Training Division of the Department of Personnel, Government of India (O.B. Rs. 18,400.00)	Rs. 3,35,500	Rs. 2,11,570	Rs. 3,21,406
(ii) Receipts from the Department of Administrative Reforms for Training & Refresher Courses in Techniques of Administrative Improvement	16,500	—	—
(i) Grant-in-aid from the Ministry of Health & F.P. & W.H. & U.D. (Deptt. of Health) (O.B. Rs. 22,416.91)	2,55,270	2,35,460	2,66,000
Less : For Overheads taken as receipt in Part—I.	(—) 23,070	(—) 19,860	(—) 35,090
(ii) Grant-in-aid from the Ministry of Health & F.P. & W.H. & U.D. (Deptt. of F. Planning) for seminar	—	50,000	—
C. Other Ad-hoc grants/Receipts			
(i) Receipts from the Department of Administrative Reforms For Case Studies (O.B. Rs. 7,310.95)	—	7,311	—
(ii) Grants from R.P.C. Planning Commission			
(a) For the study Voting Behaviour in India. (O.B. Rs. 491.00)	—	491	—
(b) For the study 'Price Policy & Cost Behaviour [O. B.(—) Rs. 1,150.35]	—	—	11,000
(c) For Prospective Areas of Expansion for Public Sector. (Rs. 1,539.76)	—	26,635	—
(iii) Grants from the National Building Organisation for			
(a) The study Effect of Rent Control/ decontrol in Delhi (O.B. Rs. 2,402.28)	—	2,402	—
Carried Over	5,84,200	5,14,009	5,63,316

ADMINISTRATION, NEW DELHI

AND BUDGET ESTIMATES FOR 1972-73

those shown in Part I

PAYMENTS

	Budget Estimates 1971-72	Revised Estimates 1971-72	Budget Estimates 1972-73	
	Rs.	Rs.	Rs.	
A. (i) Training Courses under the Executive Development Programme	3,35,500	2,11,570	3,21,406	(For details please see Annexure—II)
(ii) S.T.C. in Techniques of Administrative Improvement	16,500	—	—	
B. (i) Centre for Training & Research in Municipal Administration	2,32,200	2,15,600	2,30,910	(For details please see Annexure—III)
(ii) Health Seminar	—	50,000	—	
C. Expenditure from ad-hoc grants/Receipts				
1. Expenditure to be met out of Receipt from the Department of Administrative Reforms	—	7,311	—	
2. (a) Study of the Voting Behaviour of India	—	491	—	
(b) The Study 'Price Policy & Cost Behaviour'	—	—	11,000	
(c) Prospective Areas of Expansion for Public Sector	—	26,635	—	
3. (a) Study—Effect of Rent Control/Decontrol in Delhi	—	2,402	—	
(b) Inventories of Land of Operative builders in urban agglomerations	—	2,542	—	
4. Survey of the Assessment Deptt. of DMC	—	—	—	
5. Seminar on agricultural administration	—	1,152	—	
Carried over	5,84,200	5,17,503	5,63,316	

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Brought Forward :	5,84,200	5,14,009	5,63,316
(b) The study Inventories of Land of operative builders in urban- Agglomerations. (O.B. Rs. 2,542.11)	—	2,542	—
(iv) <i>Grant from the Ministry of Home Affairs for the Survey of the Assessment Deptt. of D.M.C. [O.B. (—) Rs. 5,578.11]</i>	—	—	—
(v) <i>Grant from the Department of Agriculture for the Seminar on Agricultural Admn. [O.B. Rs. 1,151.91]</i>	—	1,152	—
(vi) <i>Receipts from the Indian Council of Social Sciences Research</i>			
(a) For Dr. H. K. Paranjape (Planning Unit) (O.B. Rs. 500)	—	500	—
(b) For Dr. S. K. Goyal (Industrial Unit) (O.B. Rs. 2000)	—	2,000	—
(c) For Dr. M. J. K. Thavaraj (Finan- cial Administration Unit) (O.B. Rs. 1,698.71)	—	1,699	—
(d) For Prof. N. Srinivasan (Develop- ment Admin. Unit) (O.B. Rs. 0.34)	—	1	—
(e) For Shri V. M. Kulkarni (Fellow) (O.B. Rs. 610.49)	—	610	—
Total Rs. 4,809.54			
(vii) <i>Furturibles</i> (O.B. Rs. 8,930.94)	—	8,931	—
(viii) <i>EROPA SECTT. Manila</i> (O.B. Rs. 4,993.48)	—	4,993	—
Balance available (O.B. Rs. 4,993.48)			
(ix) <i>Asia Foundation for the Study (Guide to Sources of Modern Indian History).</i> (O.B. Rs. 4,059.02)	—	4,059	—
Carried over	5,84,200	5,40,496	5,63,316

PAYMENTS

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Brought Forward :	5,84,200	5,17,503	5,63,316
6. Research work on Behalf of the Indian Council of Social Science Research	—	4,810	—
7. Perspective—A Supplement to I.J.P.A.	—	8,931	—
8. Publication of the study 'Guide to Sources of Modern Indian History'	—	4,059	—
9. EROPA SECTT, Manila	—	4,993	—
10. Coca Cola Export Corporation —Advertising Research	—	35,500	—
11. Course on Materials Management through systems	—	12,807	—
Expenditure out of Ford Foundation Grants			
<i>Grant—II</i>			
Planning Project	—	3,422	—
<i>Grant—III</i>			
1. Study on Hospital Administration	—	1,000	—
2. Machinery & Procedure for Redress of Citizen Grievances	—	18,500	—
3. Relations between Specialists & Generalists	—	1,500	—
4. Formulation of Administrative Reforms—the working of A.R.C.	—	2,099	—
5. Combination of posts of heads of Executive and Administrative Department in H.P.	—	1,500	—
Carried Over	5,84,200	5,92,225	5,63,316

RECEIPTS

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Brought Forward :	5,84,200	5,40,496	5,63,316
D. Grants from Ford Foundation			
(a) Grant II (O.B. Rs. 3,422.14)	—	3,422	—
(b) Grant III (O.B. Rs. 61,236.00)	—	61,236	—
(c) Grant IV (O.B. Rs. 3,57,394.65)	—	—	—
Anticipated Receipts during 1971-72	4,39,263.00		
	<u>7,96,657.65</u>	7,96,658	5,04,987
(d) Grant V (Financial Management Unit) (O.B. Rs. 1,29,957.29)	2,51,250	4,36,568	10,09,386
Grant from UNICEF for Integrated Services for youth and Children in Urban Areas. (O.B. Rs. 13,728.20)	2,43,502	2,21,300	2,46,400
Grant from Ministry of Home Affairs for Research Project on Policing of Cities in India [O.B. (—) Rs. 4,888.77]	—	14,111	—
Course on Material Management through Systems.	—	12,807	—
Grant from Pay Commission for Pay Research Cell. (O.B. Rs. 15,964.06)	—	20,964	—
Grant from the Bureau of Public Enterprises for Management Course (O.B. Rs. 1,446.89)	—	1,447	—
Coca-Cola Export Corporation—Advertising Research.	—	35,500	—
TOTAL PART II	<u>18,75,610</u>	<u>21,44,509</u>	<u>23,24,089</u>
TOTAL PART I & II	<u>34,70,284</u>	<u>35,68,052</u>	<u>39,03,465</u>

P A Y M E N T S

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Brought Forward :	5,84,200	5,92,225	5,63,316
6. Recruitment and Promotions in Atomic Energy Com- mission	—	1,000	—
7. Travel Abroad	—	35,637	—
Total F.F. Grant—III	—	61,236	—
<i>Grant—IV</i>			
Consultancy Unit Support	3,92,408	3,92,408	68,216
Materials Development	67,500	67,500	88,852
Books	18,750	18,750	41,177
Training Equipment	22,500	22,500	49,547
Graduate Training	2,53,000	2,53,000	1,62,292
Short Duration Overseas Travel & Study	27,500	27,500	61,695
Overseas International Con- ferences	15,000	15,000	33,208
Total F.F. Grant—IV	7,96,658	7,96,658	5,04,987
<i>Grant—V (Financial Management)</i>	2,51,250	4,36,568	10,09,386
Integrated services for youth & children in Urban Areas	2,43,502	2,21,300	2,46,400
Research Project on Policing of Cities in India	—	14,111	—
Pay Research Cell	—	20,964	—
Management Development Course	—	1,447	—
TOTAL PART II	18,75,610	21,44,509	23,24,089
GRAND TOTAL PART I & II	34,70,284	35,68,052	39,03,465

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

PART III

Programme and Performance

CITIZEN ADMINISTRATION UNIT

SECTION 1

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1971-72

Budget Estimates 1970-71

Revised Estimates 1971-72

Rs.
58,426

Rs.
59,530

A. *Research*

1. Revision and finalisation of the studies made for Delhi Municipal Corporation into a monograph for publication called 'Citizen and Municipal Bureaucracy'—completed and printed.
 2. Issues in Administrative Behaviour by reviewing the course material on hand to bring out a pamphlet—work in progress.
 3. Social Policy since Independence.
 4. Social Administration since Independence.
- } In progress.

B. *Publications*

1. Editing articles on Social Policy and Administration, writing a monograph on Social Change and Administration—in progress.
2. Study under 1 of 'A' above published.

C. *Seminars/Conferences*

1. Three Seminars on Family Planning—Policy and Administration conducted.
2. One Seminar on Voluntary Organisation and the Government (to be conducted).

D. *Any other item of work or service :*

1. As Professor in-charge of Training Office, work relating to finalisation and co-ordination of Training Programmes, meetings of Heads of Units, receiving visitors, etc.

2. Supervising the research work of three Indian Students writing for Ph.D. and one foreign scholar.
3. Gave a series of lectures on Social Welfare Administration in the Delhi School of Social Work from August to October 1971.
4. Wrote a number of articles for Journals.

E. <i>Academic Staff</i>	<i>Number of posts</i>
	1971-72
Professor	1
Lecturer	1

Programme for 1972-73

Budget Estimates 1972-73

Rs. 61,390

A. *Research*

Split over work of 1971-72.

B. *Publications*

Split over work of 1971-72.

C. *Seminars/Conference*

Nil.

D. *Any other item of work or service*

As under 1971-72.

E. *Academic Staff*

<i>Designation</i>	<i>Number of posts</i>
	1972-73
Professor	1
Lecturer	1

SECTION 2

**PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED
IN PART II OF THE BUDGET**

Programme and Performance 1971-72

A. *Training*

*Training Courses under the Executive Development Programme (Training Division,
Department of Personnel, Cabinet Secretariat).*

Budget Estimates
1971-72

Rs.

33,800

Revised Estimates
1971-72

Rs.

32,946

1. Two Courses in Social Policy and Administration (Two weeks each)

<i>Table</i>	<i>Planned</i> 1971-72	<i>Actuals</i>
(i) Number of training courses conducted	2	2
(ii) Duration of each course	Two weeks each	
(iii) Average No. of participants in each course.	20-25	
(iv) Total number of participant days	—	

B. *Support to Course Director (Training)*

Training Associate 1

C. *Other activities met out of ad-hoc grants receipts*

<i>Budget Estimates</i> 1971-72	<i>Revised Estimates</i> 1971-72
Rs.	Rs.
NIL	

D. *Grants from Ford Foundation*

(indicate the particular grant No.)

NIL

Programme for 1972-73

Budget Estimates
1972-73
Rs. 38,800

Training

Two Courses in Social Policy and Administration (Two weeks each).

PLANNING UNIT

SECTION 1

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1971-72

<i>Budget Estimates</i>	<i>Revised Estimates</i>
1971-72	1971-72
Rs.	Rs.
36,900	22,416

A. *Research*

No new project was contemplated for the year 1971-72. Work was continued on completion and publication of a comprehensive volume on the Planning Commission—its evolution, organisation and functioning. Preliminary work in this direction was initiated early on 1970. Material collected by the Planning Unit from the Planning Commission during the last few years as also the material received from the Commission in connection with the work relating to the A.R.C.'s Study Team on the Machinery for Planning is being made use of in the preparation of the volume. With a view to making the publication as up-to-date as possible, the Planning Commission was requested towards the end of 1970 to furnish certain essential material. It was then expected that the study would be completed by March, 1971. However, the Planning Commission could supply all the information that we needed only towards the end of July, 1971. In the light of the information received, the draft of the proposed publication has been revised. The draft which runs into over six hundred full-scap pages (apart from statistical annexures numbering over fifty) will now be sent to the Planning Commission for their comments, as we are using a good deal of internal data made available by the Commission. After receipt of the Commission's comments the draft will be finalised for publication.

The draft has been handed over to Dr. H. K. Paranjape.

B. *Publications including Articles*

The proposed volume on the Planning Commission is expected to be published before the end of the current financial year.

C. *Seminars*

Nil

D. *Other items of work*

Nil

E. *Academic Staff*

Designation

1. Research Associate

Number of Posts

1 (leaving in October)

Programme for 1972-73

Budget Estimates

1972-73

Rs.

34,664

As the head of the Unit, Dr. H. K. Paranjape, left the Institute in August, 1970, and the Research Associate would be leaving in October, 1971, the Unit's programme of work for 1972-73, may have to be chalked out by the incoming head.

SECTION 2

Nil

FINANCIAL MANAGEMENT UNIT

SECTION 1

PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

Programme and Performance 1971-72

Budget Estimates

1971-72

Rs.

48,826

Revised Estimates

1971-72

Rs.

47,530

A. *Research*

- (a) Readings in Performance Budgeting, Budgeting and Financial Control and Performance Budgeting for Public Sector:

Work started in October, 70. Material has been collected except for Budgeting and Financial Control. It is now to be decided in which form the readings have to be published. This is expected to be finalised during this year.

Readings in respect of Budgeting and Financial Control have yet to be completed. Work is in progress.

- (b) System of Accounts and Audit in Goa Administration—A case study. Work is in progress.
- (c) System of Financial Administration—A study with reference to one selected Ministry, one attached office and one subordinate office under that. Work is in progress.

B. *Publications*

As under (a) above, if the work is completed.

C. *Seminar/Conferences*

Nil

D. *Any other item of work or service*

Nil

E. *Academic Staff*

Designation

No. of posts

1971-72

Professor & Head of the Unit

1

Lecturer

1

Statistician

1

Programme for 1972-73

Budget Estimates

1972-73

Rs.

52,810

A. *Research*

Spill-over of work, if any, mentioned above under 1971-72.

B. *Publications:*

Spill-over of work, if any, mentioned above under 1971-72.

C. *Seminars/Conferences*

Nil

D. *Any other item of work or service*

Nil

E. *Academic Staff*

Designation

No. of Posts

1972-73

Professor & Head of the Unit

1

Lecturer

1

Statistician

1

SECTION 2

PROGRAMME MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

Programme and Performance 1971-72

<i>Budget Estimates</i> 1971-72	<i>Revised Estimates</i> 1971-72
Rs.	Rs.
69,500	49,403

A. *Training*

Training Courses under the Executive Development Programme

(Training Division, Department of Personnel, Cabinet Secretariat).

— 10th Course on Performance Budgeting—June 7-18, 1971.

— 11th Course on Performance Budgeting—Oct. 4-15, 1971.

— 6th Course on Budgeting & Financial Control—Dec. 5-23, 1971.

In the 10th Course on Performance Budgeting, 36 participants were trained.

In the 11th Course on Performance Budgeting, 31 participants are expected to attend. In the 6th Course on Budgeting and Financial Control, about 25-30 participants are expected.

The anticipated course on Project Planning and Control could not materialise as the post of Programme Consultants (Project Planning and Control) remained vacant. The 7th Budgeting and Financial Control course may not materialise this year.

2. *Any other Special Courses*

(indicating source of financing)

A. In addition to the above listed Courses, the following Special Courses were conducted :

(i) Special Course on Performance Budgeting, Panaji, Goa. 58 participants took part in the Course. (May 1971).

Source of Finance : The Administration of Goa, Daman & Diu paid Rs. 6,000 to the Institute for the Course.

(ii) Special Course on Performance Budgeting for the Government of U.P.— Lucknow—September 15-25, 1971.

35 participants attended the Course.

Source of Finance : The Government of U.P. will be paying the Institute a sum of Rs. 6,000 towards this Course.

(iii) The dates for the combined Course for the Governments of Assam, Meghalaya and NEFA Administration at Shillong are yet to be finalised. Communication is awaited from the respective Governments.

Source of finance : The Course would be paid for by the respective governments.

- (iv) Special Course on Financial Management for the Government of Tamil Nadu at Madras—October 22—November 2, 1971.

About 40 participants are expected to attend the Course which is being organised on the invitation of the Government of Tamil Nadu.

Source of finance : The State Government of Tamil Nadu will pay a sum of Rs. 6,000 to the Institute.

B. *Support to Course Director (Training)*

Training Associates 2

(Mrs. M. Lakshmiswaramma joined the Unit as Training Associate on 11th July, 1971).

C. *Other activities met out of ad hoc grants/receipts.*

(a) *Research*

“Budgeting & Financial Control in India” a bibliographical survey was conducted for the Indian Council of Social Science Research, New Delhi in April 1971.

(b) *Publications*

Nil

(c) *Seminars/Conferences*

Nil

(d) *Any item of work or service*

Consultancy services to Punjab and U.P. Governments on the introduction of performance budgeting in select departments were rendered by the Programme Consultant (Performance Budgeting). Cost of travel is met by the respective governments.

D. *Grants from Ford Foundation 690-0598 :*

<i>Budget Estimates</i>	<i>Revised Estimates</i>
1971-72	1971-72
Rs.	Rs.
2,51,250	4,36,568

(a) *Research*

- (i) CPWD Study—the Report has been finalised and the same is now with Publications Unit for printing.

- (ii) Financial Planning & Evaluation of Public Sector projects (with reference to the Steel Plants in public sector)—the Study has been completed and the Report is under type.

- (iii) Financial Planning and Evaluation of Public Sector projects (a study with reference to HEC)—The framework of the study has been drawn up. Detailed study will be taken up soon.
- (iv) An Analysis of financial operations of the State Financial Corporations has been completed.
- (v) The study "Financial Management in select public enterprises" is in progress. It is being held up for want of some information regarding some enterprises, which expressed inability to furnish information due to their being busy in closing books till end of September. The draft will be finalised by the end of October, 1971.
- (vi) Working Capital Management in select public sector undertakings—the study has been completed and the report is being finalised for publication.
- (vii) Committee on Public Undertakings—A study of their effectiveness—The study has been completed and the report is being finalised for publication.
- (viii) Study of PWD in 3 State Governments : Work has been started with U.P. PWD. The other two state P.W.D.s will also be taken up this year.
- (ix) The Study of the Animal Husbandry Department of Punjab/Haryana—the study was completed.

The following studies could not be taken up due to vacant positions and heavy work load:

- (i) Study of Public Sector Undertakings for installation of performance budgeting.
- (ii) I & P Study.
- (iii) Study of performance budgeting in select foreign countries.
- (iv) Ministry of Finance: Study of its organisations.
- (v) A study of the system of reporting on select public undertakings.
- (vi) Study of the system of budgeting control in nationalised undertakings in foreign countries (Please also see programme for 1972-73).

(b) Publications

- (i) For publication as "Occasional Lectures" two public lectures by Prof. G. Heckscher were edited and sent for publication.
- (ii) The public lecture of Lady Hicks was edited and sent for publication.
- (iii) The following reports mentioned under research above will be finalised with a view to publishing them :
 - (a) Working Capital Management in 22 select public sector undertakings.
 - (b) Effectiveness of the Committee on Public Enterprises.
 - (c) CPWD study on the Application of performance budgeting in CPWD.

(c) *Seminars/Conferences*

(i) Seminar on Performance Budgeting for CPWD was conducted on May 6-7 1971. There were 31 participants from the CPWD as well as from the Ministries of W. H. Finance and officers of C. & A.G., A.G.C.W.M., etc.

(ii) Seminar on Financial Management for University Teachers at Ootacamund. The Seminar was conducted during April 22—May 4, 1971. There were 13 participants from nearly as many universities.

(d) *Details of academic staff employed*

	1971—72
Programme Consultant	2
Reader (Economics)	1
Research Associate	2
Technical Associate	1
Research Officer	1

Programme for 1972-73

Budget Estimates

1972-73

Rs.

10,09,386

A. Research

1. Study of three State PWDs—spill-over of work as mentioned under 1971-72.
2. I & P Study—when the Programme Consultant (Project Planning) joins.
3. Study of Public Sector undertakings for installation of performance budgeting—after Cost Accountant joins the Unit.
4. Budgetary Control in select public enterprises.
5. Study of the organisational working of the public enterprises in the Ministry of Finance.
6. Economic decision-making in public enterprises or problem of Standard Costing and Pricing in Public undertakings.
7. Performance Budgeting in India and Abroad.
8. A survey of public attitudes towards fiscal policy and programmes with assistance for field study.
9. Application of performance budgeting in municipal corporation in collaboration with another faculty member.

B. Publications

The studies listed under Research above may be considered for publication.

C. *Seminars/Conferences*

It may be necessary to hold a Seminar on Irrigation and Power study as well as on public sector studies—details have to be worked out only after two Programme Consultants, one each for Cost Accounting and for Project Planning and Control, are found for the Unit. One or two seminars may also be held to discuss the state P.W.D. study with State Government engineers and officers.

D. *Training*

Budget Estimates

1972-73

Rs.

74,460

(1) *Training Courses under E.D.P. (Department of Personnel)*

Two courses on Performance Budgeting: 10 days each (Twelfth & Thirteenth Courses).

Two Courses on Budgeting and Financial Control : about 3 weeks each. (Seventh and Eighth Courses)

(2) *Any other Special Courses.*

If any item listed in 1971-72 (*e.g.* Assam, Meghalaya and NEFA) does not materialise in 1971-72, the same will be provided in 1972-73. Also, any other request from any Government would be considered, if the unit is in a position to undertake it. Cost to be met by respective Governments.

E. *Support to Course Director* (Training)

Training Associate 2

F. *Academic Staff*

<i>Designation</i>	<i>No. of posts</i>
Professor & Head of the Unit	1
Programme Consultants	3
Reader (Economics)	1
Training Associates	2
Research Associates	2
Technical Associate	1
Research Officer	1
Cost Accountant	1 (to be filled up)

ORGANISATION AND MANAGEMENT UNIT

SECTION 1

PROGRAMME MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET.

Programme and Performance 1971-72

<i>Budget Estimates</i>	<i>Revised Estimates</i>
1971-72	1971-72
Rs.	Rs.
41,106	31,700

A. *Research*

Emerging Role of District Collector in the Administrative System

This could not be taken up for reasons explained under A—Research in the programme for 1972-73.

B. *Publications including articles*

The proceedings of the seminar on Teaching of Public Administration in India are being finalised for publication. This was not contemplated earlier at the time of preparation of 1971-72 budget.

C. *Seminars/Conferences*

Nil

D. *Any other item of work or service.*

Nil

E. *Academic Staff*

	1971-72
(i) Reader in Public Administration	1
(ii) Research Assistant	1

Programme for 1972-73

<i>Budget Estimates</i>
1972-73
Rs.
43,910

A. *Research*

For the last about two years, the study on the "Emerging role of the district Collector in the Administrative System" could not be undertaken for want of funds (Rs. 6,000). This is the only proposal for research during 1972-73 also. The details of this proposal have already been submitted to the Research and Training Committee.

B. *Publications*

Nil

C. *Seminars/Conferences*

Coalitional Polity & Public Administration

Details of the proposed seminar/conference are to be worked out.

D. *Any other item of work or service*

Nil

E. *Academic Staff*

1972-73

(i) Reader in Public Administration	1
(ii) Lecturer	1 (to be recruited)
(iii) Research Assistant	1

SECTION 2

Programme and Performance 1971-72

<i>Budget Estimates</i>	<i>Revised Estimates</i>
1971-72	1971-72
Rs.	Rs.
30,200	20,356

A. *Training*

Two courses on Modern Aids to Management, one conducted from 13 to 24 April, 1971 (30 participants) and the other to be conducted from October 20 to November 3, 1971 (expected participants : 30).

(Met out of EDP of Training Division, Deptt. of Personnel, Cabinet Secretariat).

	<i>Planned</i>	<i>Actuals</i>
	1971-72	
(i) No of Training Courses conducted	Two	Two
(ii) Duration of each course	2 Weeks	2 Weeks
(iii) Average Number of Participants in each course	30	30

The Course on Techniques of Administrative Improvement (8 weeks' course) and the 3-4 weeks Course on Public Administration for University Teachers contemplated in 1971-72 could not materialise so far.

B. *Support to Course Director*

There is no training associate. There is, however, one research assistant.

C. *Other activities met out of the ad hoc grants/receipts*

(a) Nil

(b) 'Government Through Committees: Advisory Committee in Indian Government' being published.

(c) Nil

(d) Nil

(e) Nil

D. *Any other item of work or service*

Nil

Programme for 1972-73

Budget Estimates

1972-73

Rs.

34,000

A. *Training*

Under EDP, two courses, each of about 10 days duration, on Modern Aids to Management, one proposed to be held during 1972-73.

B. *Support to Course Director*

Research Assistant

1

**SPECIALISED UNIT ON ADMINISTRATIVE THEORY AND BEHAVIOUR
(INCLUDING PERSONNEL ADMINISTRATION)**

SECTION 1

**PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE
MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES
INCLUDED IN PART I OF THE BUDGET**

Programme and Performance 1971-72

Budget Estimates

1971-72

Rs.

78,518

Revised Estimates

1971-72

Rs.

52,730

A. *Research*

(1) Role and working of the ARC (an analytical study) (researcher : B.S. Narula).

The study was taken up in October, 1970. Special permission of the Union Department of Administrative Reforms was taken to consult some of the basic records of the Administrative Reforms Commission. The drafting of the report is progressing. On the basis of some of the analysis done, an essay on "ARC—Perspective and Findings" has been contributed to the forthcoming Special Number of the IJPA (July-September 1971). Even though the faculty member engaged on this study will be away from the IIPA for 4 months (w.e.f. October 8, 1971 or so) on an ECAFE assignment, the study will be completed immediately on return.

(2) Development Administration—A Conceptual Framework (researcher : B.S. Narula).

This is a continuing theoretical study from 1970-71 and is expected to be completed by the end of the year 1971-72. The main theme of the study is that the Development Administration calls for values and attitudes different in several respects from those of regulatory administrators, high standards of group performance and inter-group collaboration, participative style of management; a high degree of achievement motivation; willingness to take reasonable risks; highly specialised and differentiated roles; integrative coordination and control through inter-locking groups and diagonal and horizontal channels; a relativistic and empirical approach to problem solving; a wide sharing of decision-making responsibility and a continuing innovation of organisation to meet environmental change and internal motivational needs.

(3) Organisation of civil services in States (a descriptive and analytical study) (researcher : R. B. Puri).

In order to focus on contemporary issues, the U. P. Government were first approached for permission to collect material on the impact of the coalition governments on the working of the civil service but they did not agree on the ground that the issues involved were delicate and controversial. They have since been requested again for permission for field work on descriptive aspects of the civil service organisation.

Some basic material has already been collected from the States through our correspondence. The study will deal with civil service structures, pay scales, recruitment, training and promotion system. Field work will be confined to 2 or 3 States only. This is a continuing study from 1970-71.

(4) Administrative Leadership (an empirical study) (researcher : B. R. Sharma).

The scope of the study has been somewhat altered to focus attention on motivation of a select group of administrators, particularly achievement motivation. In this regard opportunity was taken to set up a Syndicate on Administrative Leadership in the Fourth Course on Administrative Leadership and Behaviour organised in August 1971. The discussions in the Syndicate proved quite useful in re-defining the scope of the study. To begin with, a pilot project is being initiated and about 50 civil servants will be covered. The respondents will be selected from among the participants in the IIPA courses. The Chief Secretary, Delhi Administration, has

also kindly agreed to grant permission for interviewing officials of Delhi Administration. The study will be conducted by Thematic Apperception Test as modelled by McClelland. If the pilot study succeeds, the project will then be launched on a regular basis in the States of Haryana and Punjab.

Sample interviews with a few respondents have already been held.

It is proposed to utilise the findings of the study to line up a training programme of improving achievement motivation in the civil services.

B. *Publications*

- Pay Personnel Studies (12 country reports, about 800 pages in print *subject to the permission of the Third Pay Commission.*
- Development Administration—A conceptual framework (50 pages—to be ready by end of February, 1972).
- Role and Functioning of ARC (150 pages in print)—to be carried over to 1972-73).

C. *Seminars*

Nil.

D. *Other items of work*

Nil.

E. *Academic Staff*

<i>Designation</i>	<i>Number of posts in 1971-72</i>
Professor of Public Administration (Administrative Theory and Behaviour)	1
Reader	1 (for 3 months provisions made in R.E. 1971-72).
Lecturer in Personnel Administration	1

Programme for 1972-73

Budget Estimates 1972-73

Rs.
66,240

A. *Research*

(i) *Studies to be carried over from 1971-72 programme*

- (1) Organisation of civil services in States (an analytical study) (R. B. Puri).

- (2) Administrative Leadership (achievement motivation) (B. R. Sharma).

(ii) *New Studies proposed*

- (3) Values and Attitudes appropriate to execution of development policies and programmes (an empirical study).

Drawing upon the study on the conceptual framework of Development Administration (which will be completed in 1971-72) the new study will be an empirical investigation on values and attitudes relevant to Development Administration. In emergency situations, regulatory administrators have exhibited initiative, resourcefulness and a special concern for getting results. But it seems that, by and large, values and attitudes developed in regulatory administration come in the way of their being "development minded" in normal times. Empirical investigations will be conducted to test this and connected hypotheses.

- (4) Assessment of Training Needs and Evaluation of Training Programmes (a methodological-cum-empirical study).

In view of the urgency of the need to build the IIPA training programmes on a scientific basis, the proposed study will be an operational attempt to assess the training needs for a select group of middle-level administrators and to evolve appropriate methodology for evaluation of the usefulness of the training programmes. This study will be inter-related with the training courses to be given in 1972-73.

- (5) Relation between civil service structures and opportunities for promotion.

In continuation of the first study on the civil service organisation in States, this will be a piece of depth research which will, viewing the problem from the point of view of employee motivation, examine the magnitude of opportunities available for promotion at different levels in a select group of services and the constraints imposed by the present pattern of civil service structures and the existing personnel policies for promotion.

The above proposals for the new studies are subject to the approval of the IIPA Training and Research Committee.

B. *Publication*

- (1) Administrative Reforms Commission—Role and Functioning (150 pages in print).
- (2) Achievement Motivation of Civil Servants (100 pages in print).
- (3) Organisation of the Civil Services in States (150 pages in print).

C. *Seminars/Conferences*

One 3-day Seminar on "Public Administration and Socialist Pattern of Society" (September or October 1972).

D. *Other Items of Work*

Nil

1. *Academic Staff*

<i>Designation</i>	<i>Number of posts 1972-73</i>
Professor	1
Reader	1 (to be appointed) provision made in Budget 1972-73.
Lecturer	1

SECTION 2

PROGRAMMES MET OUT OF SPECIFIC GRANTS INCLUDED IN PART II OF THE BUDGET

Programme and Performance in 1971-72

<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>
Rs.	Rs.
60,400	36,056

A. *Training*

Training Courses under the Executive Development Programme (Training Division, Department of Personnel, Cabinet Secretariat).

Third Course in Personnel Administration (May 11—22, 1971).

Fourth Course in Administrative Leadership and Behaviour (August 4—21, 1971).

Any other Special Courses

(indicating source of Financing)

Nil.

<i>Table</i>	<i>Planned 1971-72</i>	<i>Actuals</i>
(1) Number of training courses conducted	2	2
(2) Duration of each course		
Third Course in Personnel Administration	12 days (but 10½ working days)	
Fourth Course in Administrative Leadership and Behaviour	19 days (but 16½ working days).	
(3) Average number of participants in each course :		
Third Course in Personnel Administration	33	
Fourth Course in Administrative Leadership & Behaviour	23	
(4) Total number of participant days	871 participant days.	

B. *Support to Course Director (Training)*

Training Associate : 1

C. *Other activities met out of the ad hoc Grants/receipts*

Nil.

D. *Grants from Ford Foundation (indicate the particular grant No.)*

<i>Budget Estimates</i>	<i>Revised Estimates</i>
1971-72	1971-72
Rs.	Rs.
67,500	67,500

(a) *Research.*

(I) *Pay Research Studies on Civil Service and Salary Systems*

Of the 12 country studies assigned by the Third Pay Commission, the final reports of the following country monographs were completed during the period April-September, 1971.

1. Canada	}	by Shri A. V. Seshana (up to July 14, 1971)
2. West Germany		
3. Nigeria		
4. Malayasia		
5. Philippines	}	by Dr. S. P. Verma
6. Australia		
7. Kenya		

The first draft of the country monograph on "Thailand" (8) is ready, and this work should be over by the end of November, 1971. It is proposed to take up thereafter the preparation of an overall report, covering a comparative analysis of the civil service and pay systems of the countries studied. (Country monographs on Japan (9), France (10), U.K. (11) and U.S.A. (12) were completed last year).

(II) *Case Studies Programme*

As Member-Secretary of IIPA Committee on Case Studies, Shri B.S. Narula rendered assistance in reviewing old cases for payment of honorarium, follow-up on cases pending with case writers, scrutiny of proposals for fresh case studies, etc. The case studies programme is being funded from the provision for "Materials Development" on Ford Foundation Grant No. IV.

(b) *Publications*

Nil

(c) *Seminars/Conferences*

Nil

(d) *Training*

Nil

(e) *Details of staff employed*

Staff employed

Designation

Number of posts

Reader in Personnel Administration (Dr. S.P. Verma)
(for Pay Research Studies paid from Ford Foundation Grant No. IV)

1

Programme for 1972-73

Budget Estimates

1972-73

Rs.

34,000

A. *Training*

The following Training courses are planned for 1972-73 :

5th Course—Administrative Behaviour and
Leadership

(August 14—31, 1972)

4th Course in Personnel Administration

(November 6—23, 1972)

Human Relations Laboratory for Senior
Administrators

(December 21—23, 1972)

Table

Planned for 1972-73

(i) Number of Training courses to be conducted

2

(ii) Duration of each course

18 days

(iii) Average No. of participants in each course

30

(iv) Total number of participant days.

1080

B. *Support to Course Director (Training).*

Training Associate : 1

C. *Other activities met out of ad hoc grants/receipts*

Nil.

D. *Grants from Ford Foundation*

Budget Estimates

1972-73

Rs.

88,852

(i) Case Studies in Indian Administration (to be funded from Ford Foundation Grant No. IV).

(ii) Training Materials.

A detailed scheme for preparation of training materials in the field of Personnel Administration and Administrative Leadership was furnished under Section II of the Unit's budget proposals for 1971-72, requiring financial support to the tune of Rs. 60,000 from the head "Material Development" under Ford Foundation Grant No. IV (68-708). The scheme was not approved for the year 1971-72. The proposals are resubmitted as a part of the programme under Section II for the year 1972-73.

E. Academic Support Required (to be settled)

(i) For Case Studies :

One staff aide at an honorarium of Rs. 1,000 p. m. (consolidated).

(ii) For Materials Development :

Consultant :	1	Rs. 30,000 per annum
Reader/Analyst	1	Rs. 16,000 per annum.

Honorarium for case writers, advisers on game development, etc.

Rs. 4,000.

TOTAL Rs. 60,000.

INDUSTRIAL ADMINISTRATION UNIT

SECTION 1

PROGRAMME MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE AND INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

<i>Budget Estimates</i>	<i>Revised Estimates</i>
1971-72	1971-72
Rs.	Rs.
35,660	24,850

A. Research

1. The work on the review of literature on Industrial Administration is continuing and as envisaged in the budget proposals for the year 1971-72, the comprehensive bibliography and comprehensive review would be completed by March, 1972.

2. The Institute has been approached by the Ministry of Company Affairs for taking up a consultancy project for establishment of an Information System. A

detailed proposal is being prepared. A paper on the scope and advantages of adopting a computer system by the Ministry was submitted and discussed with the Ministry. This project has been initiated during this year and would continue in operation during the year 1972-73.

3. Dr. S.K. Goyal who is the only academic person in the Unit is working on a project on the problem on concentration in the private corporate sector. It is envisaged that the manuscript would be finalised by October, 1972 for publication.

The project of the Indian Council of Social Science Research on the subject of regulation of industry has been completed and is being sent to the Council.

A working paper for the annual conference of the Institute on the subject of "Administrative Organisation for Socialist Programmes in a Parliamentary Democracy" has been prepared and would be circulated in a few days.

B. *Publications*

It was not envisaged to bring out any major publications by the Unit. It is, however, hoped that with the completion of the study on problems on concentration, the book would be sent for publication by October, 1972. In the meanwhile, it is proposed to publish articles on the subject of Industrial Policy as the situation may demand. Already a paper on "Industrial Stagnation, Cause and Policy Suggestions" was prepared and published in the National Herald and also by a weekly from Delhi.

C. *Seminars/Conferences*

As envisaged earlier, it is proposed to organise a Seminar on "Regulation of Industry for Balanced Regional Growth" during the year. In view of the financial limitations we have approached the Planning Commission to provide the necessary financial assistance. However, if it is not possible to obtain the necessary funds from Planning Commission, the Institute would bear the cost of the seminar. A comprehensive background paper would be prepared for the conference.

D. *Any other item of work or service.*

Nil.

E. *Academic Staff*

Designation :

No. of posts
1971-72

Reader

1

Programme for 1972-73

Budget Estimates
1972-73

Rs.

36,790

In the budget papers it was indicated that the unit comprised only of one person and it would be necessary to provide atleast one more person for the unit. However, no provision was made and the unit continues to be comprised of one person, namely, Dr. S.K. Goyal.

A. *Research Programme for 1972-73*

It is not proposed to take up any new programmes during the next year as the continued programme would keep the unit busy.

B. *Publications :*

- (i) The Research study on problems of concentration in the private corporate sector would be sent for publication.
- (ii) It is also proposed to send the survey of the "Revolution of Industry" for publication. This would be a further elaboration of the report prepared for the Indian Council of Social Science Research.

C. *Seminars/Conferences*

It is proposed to organise one conference on the subject of Industrial Policy under the Fourth Plan.

D. *Any other item of work or service*

Nil.

E. *Academic Staff*

Designation :

No. of posts

1972-73

Reader

1

SECTION 2

Training Course

Nil.

Section 2 is not applicable to the Unit as no specific grants were received from any source by the Unit.

Any other Special Courses

Nil.

CENTRE FOR TRAINING & RESEARCH IN MUNICIPAL ADMINISTRATION

SECTION 2

PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

<i>Budget Estimates</i> 1971-72	<i>Revised Estimates</i> 1971-72
Rs.	Rs.
2,55,270	2,35,460

Programme and Performance 1971-72

A. Training

11th Course in Municipal Administration (July-Aug. 71)	6 weeks	20 participants
1st Course on Municipal Personnel Administration (Sept. 1971)	2 weeks	18 participants
2nd Course on Work Study in Municipal Administration, (October-November 1971)	4 weeks	16 participants
2nd Course on Municipal Budgeting (Nov.-December, 1971)	2 weeks	15 participants
12th Course in Municipal Administration (Jan-Feb., 1972)	6 weeks	25 participants
Number of training courses conducted	<i>Planned</i> 1971-72	<i>Actuals</i>
	Five	Five (3 to be organised)
Duration of each Course	As earlier indicated.	
No. of participants in each course	18 approximately.	
Total number of participants days	115 days	

B. Seminars :

Seminar on Municipal Personnel Systems (June 1971)	Two days	78 participants
Seminar on Municipal Laws (December, 1971)	Two days	30 participants
Seminar on "Local Authority Policy Planning" (January 1972)	Five days	20 participants

C. Support to Course Director (Training)

Nil—only one administrative assistant.

D. *Research and Study Projects :*

1. Municipal Taxes and levies to be completed by March, 1972 (continuing from 1970-71).
2. Organisation of Municipal Government in India continuing from 1970-71.
Preliminary report completed and sent to Ministry of Health & F.P.
3. Manual on Municipal Finance Under progress since 1970-71.
4. State Municipal Relations was initiated in 1970-71 and completed now.
5. Inventories of Land in Urban Agglomerations :

The project has already been completed and submitted to the N.B.O. This has again been revised and is under submission.

6. Policing of Cities in India.

The project started in July 70, would be completed by the end of December, 1971.

7. UNICEF Project on Integrated Services for Children and Youth in Urban Areas. (Work started in October, 1970).

The project is financed by the UNICEF through the Department of Social Welfare, Government of India for the promotion of the programme.

Surveys have made considerable progress in the cities of Baroda & Lucknow and are in progress in Bombay, Howrah, Patna, Hyderabad, Jaipur and Delhi.

E. *Publications :*

1. Seminar proceedings on State Machinery for Municipal Supervision—Published in September, 1971.
2. NAGARLOK two issues published, two more issues will be published by the end of December, 1971.
3. Seminar Proceedings on Municipal Lands; by the end of 1971.
4. Conference proceedings on Training Needs in Municipal Government; to be completed by March, 1972.
5. Seminar Proceedings on Municipal Personnel System; to be completed by March, 1972.

F. *Any other item of work or service.*

Consultancy work for the Gujarat Grants-in-aid Committee by Shri A. Datta.

Case study programme has also been launched by the Centre.

G. *Academic Staff*

<i>Designation</i>	<i>Number of posts</i>	
	1971-72	1972-73
Director & Professor	1	1
Readers	2	2
Lecturer	2	2
Statistician	1	1
Research Assistant	1	1

Programme for 1972-73

Budget Estimates 1972-73

Rs.

2,66,000

A. *Training & Seminars*

The Centre for Training and Research in Municipal Administration proposes to conduct two Seminars, two General Courses and four specialised Courses, dates for which are being finalised.

B. *Research*

1. Compilation of Case-Laws in Municipal Government.
2. Working of municipal Cadres—this will provide for future courses on municipal personnel administration.
3. Planning Legislation and Agencies for Urban Development.
4. Management and Financing of Water Supply & Sewage Disposal.

CONSULTANCY UNIT

SECTION 2

PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

Ford Foundation Grant No. IV

Programme and Performance 1971-72

Budget Estimates
1971-72

Rs.

3,92,408

Revised Estimates
1971-72

Rs.

3,92,408

A. Consultancy Assignments
Projects (See table below)

S. No.	Name of the Project	Fees of the Project (approx.)	Amount charged	Amount realised
		Rs.	Rs.	Rs.
1.	National Industrial Development Corpn. Ltd., New Delhi.	—	2,500.00	2,000.00
2.	Coca-Cola Export Corpn., New Delhi.	35,500.00	12,500.00 (Billed so far)	12,500.00
3.	Central Warehousing Corpn., New Delhi. (in progress)	21,000.00		
4.	Hindustan Zinc Ltd. (in progress)	8,000.00		
5.	Food Corporation of India, New Delhi. ..	Under Negotiation.		
6.	Hindustan Steel Works Construction Ltd., .. Calcutta.			

B. Training

(Self-financing, i.e., expenses and 10% overheads to be borne by clients) .

	1971-72	
	Planned	Actuals
(i) No. of training courses conducted	5	1 (so far)
(ii) Duration of each course	About	a week each.
(iii) Average No. of participants in each course.	About 20	18

C. Other Work

(a) *Membership of Committees :*

- (i) Invited to become the honorary General Secretary of the Indian Society for Training and Development for the year 1970-71 and continued to be a Member on its Executive Committee.
- (ii) Invited by the Ministry of Railways to be a Member on a Committee formed for reviewing the organisational structure of the Railway Board.

(b) *Participation in Conferences, Meetings, Seminars, etc.*

- (i) Participated in the First All India Convention of the Indian Society for Training and Development, New Delhi in April 1970.
- (ii) Presented a Paper on Manpower Planning at the National Conference on 'Education and Training in Personnel Management' Bombay, January 1971, convened by All India Institute of Personnel Management.

- (iii) Participated in the All India Management Convention at Vigyan Bhavan, New Delhi, February 1971 convened by All India Management Association.
 - (iv) Invited as a Guest Speaker in a Seminar on 'Free Collective Bargaining Vs. State Regulation of Industrial Relations' held by Shiram Centre for Industrial Relations at Kota, March 1971.
 - (v) Invited by the All India Management Association to preside over a session in a conference on 'Tourism' at Ashoka Hotel, New Delhi.
 - (vi) Invited as a principal speaker in a seminar on 'Some Aspects of the Working of Public Sector Undertakings in Punjab and Haryana's at Chandigarh, April 1971.
 - (vii) Participated in the Second Annual Conference of the Indian Society for Training and Development, Bombay April 1, 1971.
 - (viii) Delivered talks on 'Dynamics of Power Industrial Relations' in a programme of personnel management at the Administrative Staff College of India, Hyderabad, December 1970.
 - (ix) Delivered a few lectures on Management at the National Academic Administration at Mussoorie to a group of senior IAS Officers, June, 1971.
- (c) *Publications, etc.*
- (i) *Book*
'Problems in Personnel & Industrial Relations' published by Messrs National Publishers, New Delhi, 1971.
 - (ii) *Article*
'The Appreciating Assets', in Lok Udyog, New Delhi.
- (d) *Book Reviews*
- (i) Reviewed a book 'Management Training in Organisations' by Prof. Ishwar Dayal, Indian Institute of Management, Ahmedabad, for Lok Udyog.
 - (ii) Evaluated a book "Quantitative Disciplines in Management Decisions" by Levin and Lamone for the Ministry of Education.
 - (iii) Evaluated a book 'Making Management Decisions' by C. William Emory Powell Niland on 2nd September, 1971 for the Ministry of Education.
- (e) *Research*
- A Personnel research project, *Implementation of Plans at the District Level* is in progress, but since the study is being carried out in Ahmedabad, it will take time.

D. Staff

Consultant	1
Senior Consultant	1 (Vacant)
Consultants	2 (one Vacant)
Management Analysts	7 (3 Vacant)

Programme for 1972-73

Budget Estimates

1972-73

Rs.

68,216

A. *Projects*

In regard to consultancy projects, more than 20 proposals for assignments have been submitted to various Ministries and Public Sector Undertakings, out of which about half a dozen are in progress, and others are in various stages of negotiations.

B. *Training*

It is proposed to conduct about half a dozen Management Executive Development Programmes, details of which are being worked out.

C. *Staff*

As under 1971-72.

ANNEXURE I

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Development Administration Unit :			
Professor of Public Administration	18,700	5,870	18,070
Training Associate	4,000	—	4,000
Stenographer	7,150	—	—
Messenger	2,650	—	—
Interim Relief	660	—	—
TOTAL	33,160	5,870	22,070
Citizen Administration Unit :			
Professor	25,500	25,384	25,654
Lecturer	12,300	13,294	13,835
Training Associate	5,750	5,400	5,400
Stenographer	6,800	7,784	8,414
Typist	3,900	4,216	4,631
Messenger	3,150	3,452	3,456
Interim Relief	1,026	Included in Pay & Allowances	
TOTAL	58,426	59,530	61,390
Planing Unit :			
Professor	18,700	4,632	18,062
Research Officer/Lecturer	7,800	16,503	16,602
Training Associate	—	—	—
Stenographer	6,300	—	—
Typist	—	—	—
Messenger	2,600	1,281	—
Interim Relief	1,500	Included in Pay & Allowances	
TOTAL	36,900	22,416	34,664

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Financial Administration Unit :			
Professor	22,500	22,487	23,782
Lecturer	11,800	11,892	12,427
Training Associate	—	—	—
Statistician	6,800	5,970	9,303
Stenotypist	4,300	4,645	4,723
Messenger	2,400	2,536	2,575
Interim Relief	1,026	Included in Pay & Allowances	
TOTAL	48,326	47,530	52,810
O & M Unit :			
Reader	17,100	17,136	17,850
Lecturer	10,900	—	10,894
Stenographer	4,900	5,241	5,348
Research Assistant	5,000	6,814	6,814
Training Associate	—	—	—
Messenger	2,600	2,509	3,004
Interim Relief	606	Included in Pay & Allowances	
TOTAL	41,106	31,700	43,910
Science & Government Unit :			
Lecturer	9,000	8,850	8,890
Research Assistant	—	—	—
Typist	—	—	—
Messenger	—	—	—
Interim Relief	—	Included in Pay & Allowances	
TOTAL	9,000	8,850	8,890

	Budget Estimates 1971-72	Revised Estimates 1971-72	Budget Estimates 1972-73
	Rs.	Rs.	Rs.
Administrative Theory and Behaviour including Personnel Administration Unit :			
Professor	25,100	22,795	23,781
Reader	18,600	3,890	15,538
Lecturer	12,600	12,362	13,313
Training Associate	4,000	4,242	4,000
Stenotypist/Stenographers (2)	12,400	6,331	6,494
Messengers (2)	5,200	3,110	3,114
Interim Relief	618	Included in Pay & Allowances	
TOTAL	78,518	52,730	66,240
Industrial Administration Unit :			
Reader	17,100	17,121	17,846
Lecturer	11,100	—	10,894
Stenotypist/Stenographer	4,500	4,803	5,083
Messenger	2,600	2,926	2,967
Research Assistant	—	—	—
Interim Relief	360	Included in Pay & Allowances	
TOTAL	35,660	24,850	36,790
Training Office :			
Superintendent	10,500	10,398	10,760
Technical Assistant	7,500	7,959	7,971
Junior Assistant/Assistant	6,300	—	—
U. G. C.	3,700	4,670	4,779
Typists (3)	12,000	9,087	8,877
Daftry	3,200	3,538	3,554
Gestetner Operator	3,100	3,374	3,370
Messengers (3)	6,800	5,844	7,299
Interim Relief	3,270	Included in Pay & Allowances	
TOTAL	56,370	44,870	46,610

	Budget Estimates 1971-72	Revised Estimates 1971-72	Budget Estimates 1972-73
	Rs.	Rs.	Rs.
Travelling Allowance Units :	13,000	10,000	10,000
Fellowship :			
(a) Senior	—	500	—
(b) Essay Prize	3,500	3,000	3,000
TOTAL	3,500	3,500	3,000
Research, Seminar, Conferences and Group Discussions (including honorarium to Reporters)	10,000	25,000	25,000
Foreign Affiliations	13,000	13,000	13,000
Library :			
(a) Pay & Allowances—			
(i) Library Staff	1,11,300	1,02,722	1,18,642
(ii) Medical Charges	3,000	2,926	3,250
(iii) Employers' Contribution to C.P. Fund	6,800	5,760	5,960
(iv) Interim Relief	6,780	Included in Pay & Allowances	
TOTAL	1,27,880	1,11,408	1,27,852
(b) <i>Books, etc.</i>			
(i) Library Books	30,000	30,000	30,000
(ii) Periodicals & Binding Charges	30,000	31,000	31,000
(iii) Equipment	5,000	5,000	5,000
TOTAL	65,000	66,000	66,000
TOTAL (a + b)	1,92,880	1,77,408	1,93,852
Publications			
(a) <i>Pay & Allowances</i>			
(i) Journal and Publication staff	56,300	54,770	56,684
(ii) Medical charges	1,700	1,390	1,581
(iii) Employer's contribution to C.P. Fund	3,500	3,300	3,435
(iv) Interim Relief.	3,768	Included in Pay & Allowances	
Total (a)	65,268	59,460	61,700

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
(b) Publications			
(i) Periodicals	56,000	56,000	65,000
(ii) Other Publications	20,000	15,000	20,000
(iii) Framing of India's Constitution	5,000	—	—
(iv) Honorarium to Reporters	9,000	9,000	9,000
TOTAL	90,000	80,000	94,000
TOTAL (a + b)	1,55,268	1,39,460	1,55,700
Promotion of Branches' activities :			
(a) Share of Membership Fee to Branches	10,000	10,000	10,000
(b) Regional Seminars & Conferences	25,000	25,000	25,000
(c) Research Subventions for Branches	30,000	30,000	30,000
TOTAL	65,000	65,000	65,000
Maintenance of Building Hostel and Garden including Installations :			
(a) Pay & Allowances			
(i) Maintenance Staff	55,700	54,428	55,344
(ii) Medical Charges	2,700	2,695	2,857
(iii) Leave Salary and Pension Contribution	1,000	2,000	1,000
(iv) Employers' contribution to C.P. Fund	2,800	2,660	2,745
(v) Interim Relief	5,160	Included in Pay & Allowances	
TOTAL (a)	67,360	61,783	61,946
(b) Hostel			
(i) Pay & Allowances Hostel Staff	22,000	22,875	22,500
(ii) Medical Charges	1,400	770	860
(iii) Employers' Contribution to C.P. Fund	1,100	745	760
(iv) Interim Relief	2,700	Included in Pay & Allowances	
TOTAL (b)	27,200	24,390	24,120

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
(c) (i) Repairs and Maintenance	50,000	50,000	70,000
(ii) Hostel improvement	—	15,000	20,000
(d) Rent, Rates & Taxes	42,000	42,000	42,000
(e) Water & Electricity Charges	56,000	52,000	52,000
TOTAL (c to e)	1,48,000	1,59,000	1,84,000
TOTAL (a to e)	2,42,560	2,45,173	2,70,066

Support to Visiting Professor :

Stenographer	6,200	6,532	6,730
Messenger	1,600	1,268	1,820
Interim Relief	540	Included in Pay & Allowances	
TOTAL	8,340	7,800	8,550

Support to Director :

Secretary to Director	16,500	4,000	15,840
Steno-typist	4,600	4,900	5,010
Interim Relief	300	Included in Pay & Allowances	
TOTAL	21,400	8,900	20,850

Administrative Services including service to Members and such items as are common :

(a) Administration

(i) Pay & Allowances	1,75,200	1,56,386	1,65,284
(ii) Medical charges	3,400	3,390	3,670
(iii) Employers' Contribution to C.P. Fund	10,900	9,770	9,460
(iv) Travelling Allowance	2,000	2,000	2,000
(v) Leave Salary & Pension contributions	3,600	—	—
(vi) Interim Relief	6,420	Included in Pay & Allowances	
TOTAL	2,01,520	1,71,546	1,80,414

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
<i>(b) Accounts</i>			
(i) Pay and Allowances	42,000	45,170	45,147
(ii) Medical Charges	1,100	1,078	1,203
(iii) Employers' Contribution to C.P. Fund	1,900	1,560	1,610
(iv) Leave Salary & Pension Contributions	1,000	1,902	2,520
(v) Interim Relief	2,460	Included in Pay & Allowances	
TOTAL	48,460	49,710	50,480
<i>(c) Gratuity</i>	15,000	15,000	15,000
<i>(d) (i) Office Expenses*</i>	92,200	87,200	87,200
(ii) Services & Supplies*	21,400	20,300	20,500
(a) Purchase of Furniture & Other Office equipments	10,000	10,000	10,000
(b) Honorarium to Auditors	1,500	1,500	1,500
(iii) Miscellaneous*	14,500	10,000	10,000
TOTAL	1,39,600	1,29,000	1,29,200
<i>(e) Meeting TA</i>	35,000	35,000	35,000
<i>(f) Advance Recoverable (Conveyance advance)</i>	9,000	9,000	10,000
TOTAL (a) to (f)	4,48,580	4,09,256	4,20,094
Overtime Allowance	10,000	10,000	10,000
Leave Reserves :			
(2 L.G. Cs. & 2 Messenger)			
(i) Pay & Allowances	12,100	10,700	10,890
(ii) Interim Relief	1,080	Included in Pay & Allowances	
TOTAL	13,180	10,700	10,890
GRAND TOTAL	15,91,674	14,23,543	15,79,376

*For details, please see next page.

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Office Expenses :			
(a) Printing & Stationery	30,000	30,000	30,000
(b) Telephones	32,000	27,000	27,000
(c) Postage & Telegrams	30,200	30,200	30,200
TOTAL	<u>92,200</u>	<u>87,200</u>	<u>87,200</u>
Services & Supplies :			
Liveries	8,100	8,100	8,100
Conveyance Charges	7,300	6,000	6,000
Motor Car Expenses	4,800	5,000	5,200
Amenities to Staff	1,200	1,200	1,200
TOTAL	<u>21,400</u>	<u>20,300</u>	<u>20,500</u>
Contingencies & Misc. :			
Entertainment	3,000	2,000	2,000
Advertisements	2,500	2,000	2,000
Miscellaneous	8,000	5,000	5,000
Bank Charges	1,000	1,000	1,000
TOTAL	<u>14,500</u>	<u>10,000</u>	<u>10,000</u>

ANNEXURE II

DETAILS OF EXPENDITURE ON THE VARIOUS COURSES UNDER THE EXECUTIVE DEVELOPMENT PROGRAMMES

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Development Administration Unit :			
Training Associate	8,000	—	—
Travel	3,000	—	—
Guest Speakers	4,000	—	—
Stationery, Contingencies & Miscellaneous	4,000	—	—
Board & Lodging	11,200	—	—
TOTAL	30,200	—	—
Citizen Administration Unit :			
Training Associate	11,600	10,840	16,800
Travel	3,000	3,000	3,000
Guest Speakers (Hon).	4,000	4,000	4,000
Stationery, Contingencies & Miscellaneous	4,000	3,906	4,000
Board & Lodging	11,200	11,200	11,000
TOTAL	33,800	32,946	38,800

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Financial Administration Unit :			
Training Associate (two)	22,000	17,946.80	26,460
Travel	7,000	3,000.00	7,000
Guest Speakers (Hon.)	8,000	4,400.00	8,000
Stationery, Contingencies & Miscellaneous	7,000	5,438.68	7,000
Board & Lodging	25,500	18,617.05	26,000
TOTAL	69,500	49,402.53	74,460
O & M Unit :			
Training Associate	8,000	4,161.25	12,000
Travel	3,000	1,500.00	3,000
Guest Speaker (Hon.)	4,000	3,200.00	4,000
Stationery, Contingencies & Miscellaneous	4,000	3,487.46	4,000
Board & Lodging	11,200	8,007.75	11,000
TOTAL	30,200	20,356.46	34,000
Administrative Theory & Behaviour including Personnel Administration :			
Training Associate	16,000	7,047.95	12,000
Travel	6,000	4,080.00	3,000
Guest Speakers (Hon.)	8,000	8,300.00	4,000
Stationery, Contingencies & Miscellaneous	8,000	7,016.66	4,000
Board & Lodging	22,400	9,610.90	11,000
TOTAL	60,400	36,055.51	34,000
Courses for Training of Trainers :			
Training Associate	8,000	200.00	—
Travel	4,000	2,500.00	3,000
Guest Speakers	3,000	5,000.00	4,000
Stationery, Contingencies & Miscellaneous	3,000	2,700.00	3,000
Board & Lodging	6,800	6,000.00	6,000
TOTAL	24,800	16,400.00	16,000

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Courses in Materials Planning :			
Training Associate	8,000	3,010.16	12,000
Travel	2,000	1,000.00	2,000
Guest Speakers (Hon.)	3,000	1,500.00	3,000
Stationery, Contingencies & Miscellaneous	2,400	4,235.98	3,000
Board & Lodging	6,800	4,324.84	6,000
Total	22,200	14,070.98	26,000
Preparation of Indigenous Training Materials:	12,000	12,000.00	12,000
Course on Project Formulation :			
Training Associate	8,000	231.75	—
Travel	2,000	1,000.00	2,000
Guest Speakers (Hon.)	3,000	2,679.20	3,000
Stationery, Contingencies & Miscellaneous	2,400	3,677.51	3,000
Board & Lodging	6,800	4,291.50	6,000
TOTAL	22,200	11,879.96	14,000
Course in Administration of Regulation & Control of Public and Private Sector :			
Training Associate	8,000	—	—
Travel	3,000	—	—
Guest Speakers (Hon.)	4,000	—	—
Stationery, Contingencies & Miscellaneous	4,000	—	—
Board & Lodging	11,200	—	—
TOTAL	30,200	—	—
Workshop on Human Relation and Administration	—	—	—
Travel	—	—	1,500
Guest Speakers	—	—	1,000
Stationery, Contingencies and Miscellaneous	—	—	1,500
Board & Lodging	—	—	2,000
TOTAL	—	—	6,000

	<i>Budget Estimates 1971-72</i>	<i>Revised Estimates 1971-72</i>	<i>Budget Estimates 1972-73</i>
	Rs.	Rs.	Rs.
Course on Introduction to Computers :			
Training Associate	—	343.35	—
Travel	—	500.00	—
Guest Speakers (Hon.)	—	3,900.00	—
Stationery, Contingencies and Miscellaneous	—	1,886.99	—
Board & Lodging	—	4,392.25	—
TOTAL	—	11,022.59	—
Course on Efficient Reading and effective listening :			
Stationery, Contingencies and Miscellaneous	—	136.15	—
Course on Records Management :			
Training Associate	—	200.00	—
T.A.	—	500.00	—
Guest Speakers (Hon.)	—	2,000.00	—
Stationery, Contingencies and Miscellaneous	—	1,500.00	—
Board & Lodging	—	3,100.00	—
TOTAL	—	7,300.00	—
Pay & Allowances of the staff working in Training Office (50%)	—	—	36,928
TOTAL	3,35,500	2,11,570.18	2,92,188
10% Overhead charges towards expenditure on Postage, Telegrams, water, electricity and general Administration support	—	—	29,218
GRAND TOTAL	3,35,500	2,11,570.18	3,21,406

Budget Estimates for 1972-73

NAGARLOK

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION
Budget Estimates for the year 1972-73 for the Quarterly Journal NAGARLOK

RECEIPT		EXPENDITURE
1. Annual Subscription	2400	1. Pay and Allowances of an Editorial Assistant (Scale Rs. 200-340) = 525.00×12 = 6,500.00
2. Advertisement	600	2. Secretarial Assistance = 600.00
		3. Printing and Stationery = 10,500.00
		17,600.00
		Overhead charges 15% for general services : = 2,640.00
		including Electricity telephone, postage. 20,240.00
		Excess of expenditure over Income = 3,000.00
		3,000

CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION
Project on Integrated Services for Children & Youth in Urban Areas

Revised Budget for the year 1971-72

<i>S.No.</i>	<i>Particulars</i>	<i>Budget Estimates</i>	<i>Actual Ex- penditure for the period 1.4.1971 to 31.8.1971</i>	<i>Estimated Ex- penditure for the period 1.9.1971 to 31.3.1972</i>	<i>Revised Budget</i>
1.	Pay and allowances	1,22,413.20	43,244.69	75,000.00	1,18,244.69
2.	T.A. & D.A.	13,000.00	294.82	20,000.00	24,294.82
3.	Furniture, fixture and office equipment	12,000.00	7,851.25	4,000.00	11,851.25
4.	Books, Printing and Stationery	10,000.00	1,323.82	8,000.00	9,323.82
5.	Conferences and Seminars	10,000.00	6,577.10	15,000.00	21,577.10
6.	Consultancy	15,000.00			
7.	Contingencies (medical expenses, conveyance to staff and other misc. expenses)	5,000.00	840.58	4,000.00	4,840.58
8.	Contributory Provident Fund, leave, pension contribution	11,953.00	—	11,000.00	11,000.00
	TOTAL	2,21,366.20	64,132.26	1,37,000.00	2,01,132.26
9.	Overhead charges 10% for general services : maintenance of building, water and electricity charges, general telephones	22,136.00	6,413.22	13,700	20,113.22
		2,43,502.99	70,545.48	1,40,700 or say	2,21,245.48
					2,21,300.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
CENTRE FOR TRAINING & RESEARCH IN MUNICIPAL ADMINISTRATION
Project on Integrated Services for Children and Youth in Urban Areas

Budget Estimates 1972-73

<i>S.No.</i>	<i>Particulars</i>	<i>Budget Estimates for 1972-73</i>
1.	Pay and allowances (as per statement attached)	1,25,003.20
2.	T.A. and D.A.	35,000.00
3.	Furniture, fixture and office equipment	12,000.00
4.	Books, printing and stationery	10,000.00
5.	Conferences, seminars and consultancy	10,000.00
6.	Consultancy	15,000.00
7.	Contingencies (medical expenses, local conveyance to staff and other miscellaneous expenses)	5,000.00
8.	Contributory provident fund, leave, pension contribution, etc.	11,953.00
	TOTAL :	Rs. 2,23,953.00
9.	Overhead charges 15% for general services : maintenance of building, water and electricity charges, general telephones, postage, rent, rates and taxes, etc.	33,593.00
	GRAND TOTAL	Rs. 2,57,546.00